

出國報告（出國類別：考察）

## 韓國文化內容產業考察計畫報告

服務機關：文化部

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顧聘用助理編審均一

派赴國家/地區：韓國/首爾、光州

出國期間：113年4月20日至113年4月25日

## 摘要

本次出國計畫主要係為考察韓國文化內容產業機構及相關設施據點，包含亞洲文化殿堂(Asia Culture Center, ACC)、光州媒體藝術平臺(Gwangju Media Arts Platform)、坡州出版城(Paju Book City)、韓國國家文化藝術委員會(Art Council Korea, ARKO)、韓國藝術實驗室(Arts Korea Lab, AKL)、首爾市鍾路區大學路表演劇場聚落、韓國文化產業振興院(Korea Creative Content Agency, KOCCA)暨 CKL 企業支援中心、韓國國立現代美術館(National Museum of Modern and Contemporary Art, MMCA)等法人機構及館舍，擬藉由相關參訪行程，參考韓國大型藝文場館其組織功能及空間運用方式，同時了解韓國文化產業振興院(KOCCA)對於文化內容業者所提供之支持措施，俾作為本部營運大型藝文場館、統籌分配空間運用及擬定文化內容產業支持方案之參酌內容。本報告之具體建議如下：

### 一、 立即可行建議：

#### (一) 強化我國文化中介組織合作

建議加強現行各中介組織之間的合作，以發揮中介組織資源整合及溝通橋樑之功能。

#### (二) 加強藝文場館服務功能

建議短期內加強本部與各藝文場館間的連結，透過經費支援與密切聯繫，引導藝文場域設置更多服務設施，使公部門的政策得以延伸及落實於服務創作者跟產業人士的第一線，並結合硬體設施及空間特性，讓政策效益更趨深遠及廣泛。

#### (三) 持續推動文化幣以鼓勵青年文化參與

韓國為了文化向下扎根，針對青年發放抵用券、補助金，鼓勵其參與藝文活動，而文化幣作為我國文化福利項目的一部分，具有縮小青年文化差距、創造及提升藝文產值的功效，因此建議我國仍應持續推動文化幣相關政策，在減輕青年經濟負擔的同時，也為文化藝術領域創造新的消費需求。

### 二、 中長期建議：

#### (一) 完備文化中介組織體系

為因應不同產業領域、發展階段的需求，建議得評估增設不同文化產業的專

責中介組織，並採行政法人設立，透過分工合作及組織靈活彈性，提供產業專業支援，建構完整健全的產業生態系。

(二) 委託中介組織經營藝文場域，並進行場域間的分工與串聯

建議未來臺灣各項藝文建設亦可依政策方向及國內需求，委由適當中介組織進行營運，並先定位藝文場域整體營運理念、方向策略與組織架構，以確保公共建設空間、設施與整體規劃內容符合市場需求，讓負責營運的中介組織可利用自身專業、專業設備與場地發揮更大服務功能，促進產業發展。

(三) 推動文化內容策進院於海外駐點

建議文策院仿效 KOCCA 於我國內容業者海外重點市場，設立駐點辦公室或服務處，提供我國文化內容業者各項支援服務，並且就當地整體文創產業的市場發展概況、政策、成功案例等面向爬梳並蒐集相關資訊。

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## 壹、 考察目的及行程

### 一、 考察目的

為參考韓國大型藝文場館其組織功能及空間運用方式，同時了解韓國文化產業振興院（KOCCA）對於文化內容業者所提供之支持措施，俾作為本部營運大型藝文場館、統籌分配空間運用及擬定文化內容產業支持方案之參酌內容，爰規劃辦理本次考察。

### 二、 行程

本次考察行程為 113 年 4 月 20 日(星期日)至 113 年 4 月 25 日(星期五)，共六日，行程包含參訪亞洲文化殿堂(Asia Culture Center, ACC)、光州媒體藝術平臺(Gwangju Media Arts Platform)、坡州出版城(Paju Book City)、韓國國家文化藝術委員會(Art Council Korea, ARKO)、韓國藝術實驗室(Arts Korea Lab, AKL)、首爾市鍾路區大學路表演劇場聚落、韓國文化產業振興院(Korea Creative Content Agency, KOCCA)暨 CKL 企業支援中心、韓國國立現代美術館(National Museum of Modern and Contemporary Art, MMCA)等法人機構及館舍，行程表如下：

日期	行程
4月20日(日)	自臺北至首爾
4月21日(一)	1. 自首爾至光州 2. 參訪亞洲文化殿堂(Asia Culture Center, ACC) 3. 參訪光州媒體藝術平臺(Gwangju Media Arts Platform)，並拜會李京浩館長
4月22日(二)	1. 參訪亞洲文化殿堂(Asia Culture Center, ACC)，並拜會李庚縣殿堂長 2. 自光州返回首爾
4月23日(三)	1. 參訪坡州出版城(Paju Book City)及 Heyri 藝術村 2. 參訪韓國國家文化藝術委員會(Art Council Korea, ARKO)
4月24日(四)	1. 參訪韓國藝術實驗室(Arts Korea Lab, AKL)，並拜會李收玲總監

	<ol style="list-style-type: none"> <li>2. 參訪韓國文化產業振興院(Korea Creative Content Agency, KOCCA)暨 CKL 企業支援中心，並拜會 KOCCA 本院全球事業部 Kim Iljoong 總監</li> <li>3. 參訪首爾市鍾路區大學路表演劇場聚落</li> </ol>
4月25日(五)	<ol style="list-style-type: none"> <li>1. 參訪韓國國立現代美術館(National Museum of Modern and Contemporary Art, MMCA)</li> <li>2. 搭機返臺</li> </ol>

## 貳、 參訪觀察及心得

### 一、 亞洲文化殿堂(Asia Culture Center, ACC)

光州是韓國第五大城市，也是韓國西南部的行政、軍事、經濟、社會、文化樞紐城市，為韓國著名民主運動「518 光州事件」發生地，近幾年並積極發展科技藝術相關產業，於 2014 年被聯合國教科文組織指定為「媒體創意城市」(Creative City of Media)。

韓國金大中前總統於 2002 年發表「光州文化之都」宣言，在「518 光州事件」發生的主要場所(即全羅南道廳舊址)設立民主和平交流院及亞洲文化殿堂園區，歷經 6 年設計規劃，亞洲文化殿堂 ACC 於 2008 年動工，並於於 2015 年開始營運，致力於培養藝術專業人才及發揚亞洲文化。

本次參觀期間，「全羅南道廳」舊建築群正在進行整修，未來該場域將持續展示歷史資料，用以保存歷史記憶及紀念民主運動，園區並在該項舊建築群周圍 11 公頃範圍內設置包含兒童文化院、文化創造院、文化信息院、藝術劇場等設施，以「面向世界的亞洲文化之窗」為整體園區定位，期望藉由文化交流、研究、創作、教育的過程，促進與亞洲國家的相互了解和合作發展。

參觀首日由園方安排導覽人員帶領進入各棟設施參觀，該園區除了中央的古蹟舊建築群外，皆為向下發展之空間，地平面上無建物遮蔽視野，保留古蹟聚落之外貌與觀覽通道；古蹟群之外的其他區域皆向下挖掘，形成一個低於地平面約四層樓深的綠地空間及複合式藝文場域，並藉由大量的採光窗及燈具，讓地下空間引入自然光，維持整體通透明亮的場地印象。

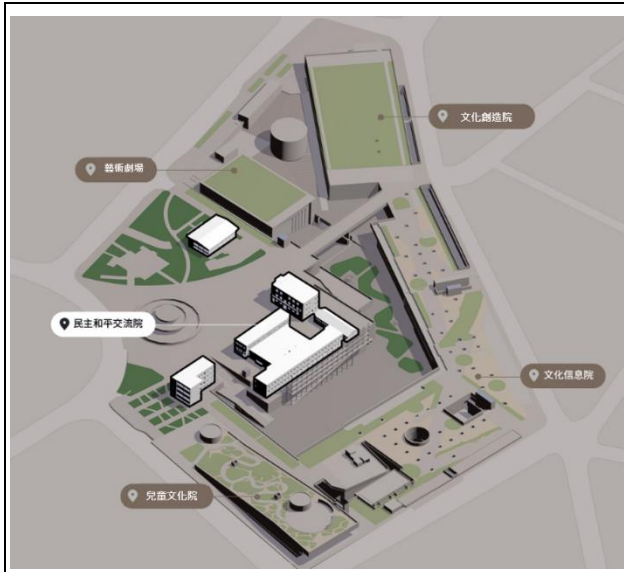


圖-ACC 場域配置

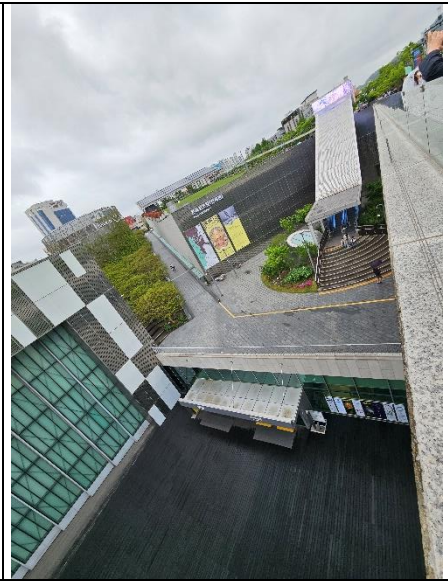


圖-向下發展的場域空間

相關場館空間運用簡述如下：

(一)兒童文化院

包含展覽空間、兒童遊樂設施、教育互動設施、體驗教室、兒童劇場、兒童圖書館、內容研發開發室，常設展覽約二到三年更新一次。



圖-兒童圖書館



圖-兒童遊戲設施



圖-體驗教室體驗教室



圖-兒童劇場每周末皆有不同劇目演出

## (二)文化創造院

地下室設置大量實驗創作空間與專業設備，包含金工、木工、3D 列印、立體裁切、烤漆室、立體聲場、VR 模擬、展示模擬、攝影等各式專業設備，並配有兩位專業技師協助藝術家進行操作，地上層則為展覽與劇場空間。



圖-地下層藝術創作專業設備

圖-地下層藝術創作專業設備

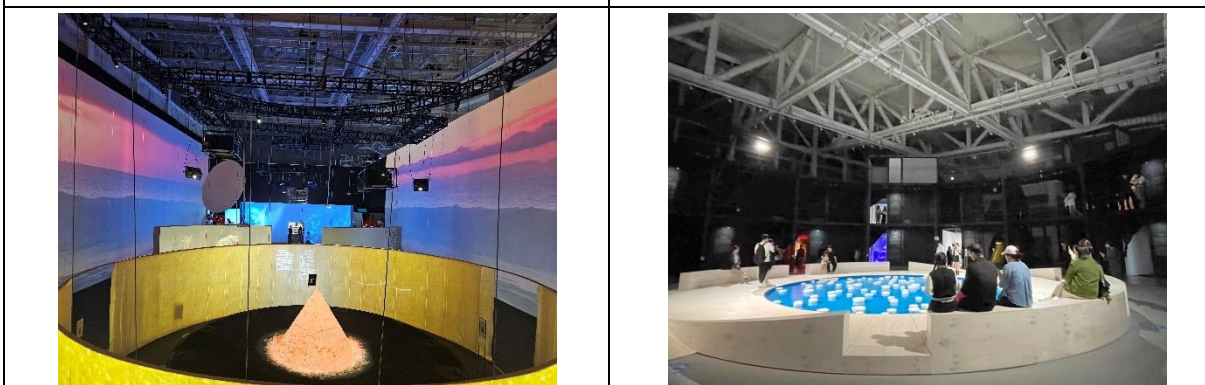


圖-地上層展覽空間

圖-地上層展覽空間



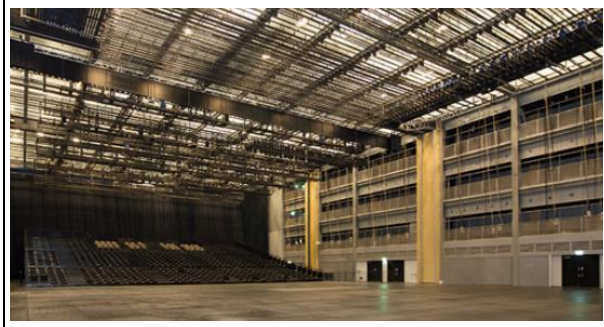
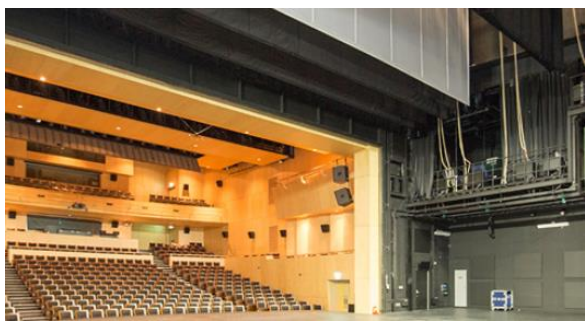
### (三)文化信息院

包含大講堂、國際會議中心、亞洲文化研究所、亞洲文化學院、劇場、圖書館與閱覽室、亞洲文化資源中心及典藏庫。該區域主要展出及收藏內容多以「多樣的亞洲文化」為主題，進行亞洲國家文化研究與交流，並期許能接納各國差異及表達亞洲觀點。

	
圖-亞洲文化常設展覽	圖-閱覽室與典藏庫

### (四)藝術劇場

設置兩個中型多功能劇場，分別可容納約 500 個及 950 個座位，地板、牆壁及座位可依表演者需求調整自由變形移動。

	
圖-多功能劇場空間	圖-多功能劇場空間

參觀次日，館方安排由文化體育部-亞洲文化殿堂-李庚線殿堂長與參訪團對談，李庚線殿堂長向參訪團介紹 ACC 的成立過程、營運團隊及整體營運方向。該設施營運團隊由政府部門及基金會兩大團體組成，政府部門之公務人員運用國家預算進行營運方向規劃、活動企劃、策展，聘僱各式清潔保全與展場維護人員，

保持整體場域穩定運作，而基金會團隊則主要辦理各式劇場、停車場、紀念品店營利項目之管理與運作，並運用公務團隊所提撥之資金執行各式活動，與產業進行連結，藉由兩種組織共同合作模式，確保場域營運在符合國家政策方向下，仍可合理進行自籌收益。

ACC 除了進行各式展演以外，並有大量藝術創作空間及專業設施，李庚縣殿堂長表示，ACC 希望能接納各國文化並表達亞洲觀點，歡迎亞洲各國藝術工作者至該場域進行創作與展出，每年皆與亞洲各國藝術機構進行交流與交換駐村，若臺灣藝術團隊有興趣加入，可向 ACC 交流部門提出意向書，由 ACC 將進行徵選審查。





## 二、光州媒體藝術平臺(Gwangju Media Arts Platform, G.MAP)

由於光州在 2014 年被聯合國教科文組織指定為「媒體創意城市」(Creative City of Media)，韓國政府陸續在光州各地推動「光州媒體藝術創意城市總體計畫(Gwangju Media Art Creative City Master Plan)」，G.Map 因應該計畫而生，成立後並接手了該區域的媒體藝術推展工作。

G.Map 的「Map」除了是媒體藝術平臺的縮寫，更有「繪製地圖、應用圖像與媒體」的意涵，該平台屬於光州美術館的分館，以數位藝術語新型視覺藝術為主要展出內容，該建築地上三層樓包含了科技藝術展覽空間、辦公行政空間，地下兩層樓則配備有專業製作、實驗、創作設備與工作室。



圖：G.Map 外觀與 LED 藝術作品



圖：李京浩館長與參訪團隊合影

本次參觀由李京浩館長接待，帶領參訪團隊觀賞近期展出的互動科技藝術作品，該作品係以繪本內容改編，除了以一般大眾為展出對象，並兼具藝術療癒與啟智教育之功能，可感應參觀者的觸摸及站立位置，並產生相應的音樂、圖像與畫面動作，藉由有趣的互動過程，讓參觀者對繪本及藝術產生興趣。



圖：科技藝術互動作品



圖：科技藝術互動作品



G.Map 每年固定由光州市政府提撥約 20 億韓元預算，該預算包含其營運中心 9 位公務人員、其他實習生及清潔人員等人力薪資，以及各項營運所需經費，該館並另外向文體部爭取其他支持媒體藝術展出預算；同時，G.Map 經常與其他國內外藝文機構及企業簽訂 MOU 或合作辦理展會，藉由資源的互通有無，增加整體展出內容的多元性與豐富度。

李京浩館長表示，G.Map 與臺灣當代文化實驗場(C-Lab)也經常進行合作，包含交換藝術家至雙方場館展出作品等，未來有機會並將持續拜訪臺灣相關場館，增加與臺灣各藝文機構合作機會。



圖：G.Map 館方與參訪團隊對談



圖：李京浩館長與江清松司長合影

### 三、坡州出版城(Paju Book City)

坡州出版城位於北緯 38 度線不遠處，90 年代經由韓國出版業者自發性的群聚於區域，並說服韓國政府提供出版業者買地及稅收的優惠，至今共有超過 900 家出版相關業者在此設立，包含編務、設計、印刷、出版、物流、圖書經銷、倉儲等，總工作人口數超過 2 萬人，在此形成韓國內容與出版產業的大型聚落。

除了出版產業以外，在同一個區域內並有 Heyri 藝術村，設立許多風格各異的畫廊、博物館、咖啡廳、餐廳、手作工作室，由於該區域營造了悠閒、質感的文青氣氛，經常成為韓劇或電視台取景的地方，在周末也經常有來自首爾的觀光人潮來到這裡進行消費，藉由在南北韓交際處設立文化聚落的方式，將和平與反戰氣氛引入，減少南北韓間緊張氣氛。

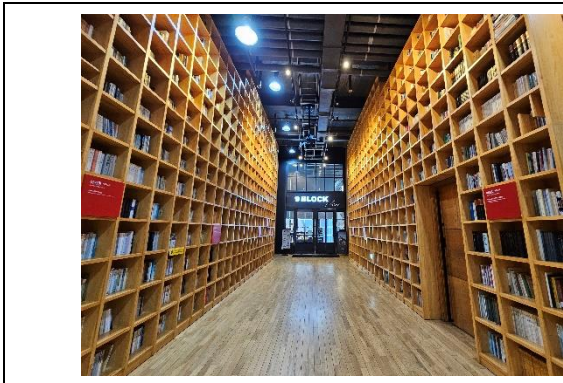


圖：Heyri 藝術村獨具風格的咖啡與博物館



圖：Heyri 藝術村獨具風格的咖啡與博物館

整體園區經由兩期工程逐漸完成，共占地約 47 萬坪，所有建物皆不超過 5 層樓高，並有相關建設的統一規定，使得各棟建物各有特色，但又呈現一種和協互惠的風格；本次行程至坡州出版城，主要係參觀「智慧之林」圖書館，該館以直達天花板、大量的書櫃作為隔間牆面，除了一般圖書館常見的公共閱覽室與餐飲設施外，並有隱藏在書櫃後的體育活動中心、大型會議空間、書籍展售空間，各層樓並有供大眾參加的書籍印刷工作坊、出版產業體驗中心、國際學校等設施。參觀當日即有小學學生在此進行戶外教學，在體驗中心參加書籍印刷裁切、壓板 DIY 等手作互動，經由趣味的實作及參觀展示，學習出版知識，寓教於樂。



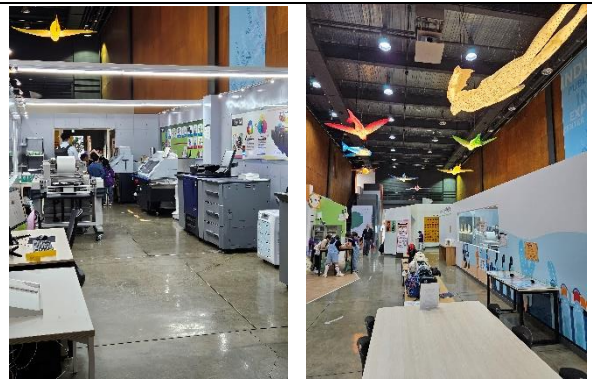
圖：智慧之林圖書館



圖：藏身於書櫃牆後的各式空間



圖：出版產業體驗中心展示各式機械



圖：民眾體驗圖書製作

韓國出版業者群聚於坡州，距離首爾市區僅有約 1 小時車程，免除了高額的房租地價，並且與產業上下游業者在此互利共生，有別於其他韓國高科技產業由大企業為主的局面，韓國出版業在此有大量中小企業共存並成為產業的中堅力量，讓韓國出版產業在此蓬勃發展，產出大量文化內容作品，除了出版業本身在此群聚而產生的的大量產值外，並藉由下一階段的產品開發或影視化衍生更大的商機，這樣的產業發展經驗也十分適合國內以中小企業為主的產業特性，值得國內參考。



#### 四、 韓國國家文化藝術委員會(Art Council Korea, ARKO)

ARKO 前身為韓國文化藝術振興院，該院設立於 1972 年，屬於韓國文化藝術最早設立的公共組織之一，並同步於 1973 年設立韓國文化藝術基金，致力於舞蹈、舞台劇、視覺藝術扶植與文化教育工作；其後逐步建設包含藝術會館（現為 ARKO Arts Center）、藝術檔案庫（現為 ARKO Art Archive）、藝術文化中心（現為 ARKO Theater）、藝術家工作室（Artist House）等設施，並於 2005 年轉型為類似於臺灣國藝會的「韓國國家文化藝術委員會」，現主要工作包含推動文學、視覺藝術、表演藝術、傳統藝術、跨域藝術等發展。

ARKO 持續運用基金，辦理各式文化藝術支援工作，根據該機構統計，2024 年該基金撥款總額為 4256 億韓元，其中大部分用於讓大眾增加接觸藝術的機會、增加藝術創作能量及推廣在地文化藝術；該機構不僅運用資金進行各種資金補助，同時經營多處藝文場館，提供藝術家非常便宜的排練、創作、展出場地，有些空間每天僅收費 1 萬韓元，藝術工作者需要提出相關申請文件，經過 ARKO 確認非進行商業用途後等審查作業後即可使用。

ARKO 在羅州設立總部，全國並另有經營有前述各項設施，本次主要拜訪該單位在首爾大學路附近的 ARKO 美術館及劇場，也是 ARKO 在首爾的主要分部。拜訪當日 ARKO 美術館正展出當代視覺藝術作品，由策展人及國際部成員帶領參訪團對參觀特展及藝術家檔案庫。其中檔案庫將作品進行編檔，每個紙箱中裝載一位藝術家的所有作品照片，可在其中記錄與分析各位藝術家與韓國藝術創作風格的演變，成為未來相關藝術研究的重要資料依據。



由於 ARKO 美術館及劇場設立於小型舞台劇場群聚的惠化站附近，與周遭

大量的劇場空間共同形成一個表演藝術聚落，ARKO 劇場主要進行非商業性質的舞蹈及舞台劇演出，內含大劇場、小劇場、排練場等空間，於 1892 年建成開放，場內仍保留並持續運用當時設置的紅磚吸音設備，且設置有包含親子包廂、輪椅席位等友善空間，由於表演者所需的設備與技術不斷更新，館方也預計於 2028 年起進行大型整修工程。

ARKO 劇場的大劇場可容大約 600 席觀眾，其內設置 90 坪的旋轉舞台及可現場演奏的樂池，而小劇場是大約可容納 110 席觀眾的黑盒子空間，並設置有可彈性調整的階梯式座椅，公布同類型的表演團體演出使用，除了固定公休時間外，幾乎每日皆有安排演出，ARKO 並於近期將附近街區的商業建築購入，新增了數個劇場空間，顯現出韓國表演藝術產業的蓬勃發展。

	
<p>圖：大劇場空間</p>	<p>圖：小劇場黑盒子</p>
	
<p>圖：AKL 與參訪團隊對談</p>	<p>圖：KAL 新設立的劇場大樓</p>

ARKO 也特別分享，為了讓更多人有機會可以親近藝術文化，他們也做了非常多努力。例如：自 2015 年起發放「文化樂享卡」(Culture Nuri Card)，目標對象為基本生活保障受助者、中低收入階層，作為文化福利項目的一部分，以提高他們的生活品質，並縮小文化差距。文化享樂卡每人每年額度為 13 萬韓圓(折合新臺幣 3,045 元)，除了可用於看表演、電影、博物館…等藝文活動之外，還包含國

內旅遊、體育賽事，至今已創造 9,700 億韓圓（折合新臺幣 227 億元）產值，超過 1,617 萬人次受惠。此外，ARKO 於 2024 年試辦青年的「文化藝術通行證」（Cultural Arts Pass），提供 19 歲青年，約 16 萬人，每年最高 15 萬韓圓額度，可以自由欣賞表演、展覽，在減輕青年經濟負擔的同時，也為文化藝術領域創造新的消費需求。

本次參訪可以看出韓國組織分工明確，由韓國文化產業振興院（KOCCA）等組織推動影視音、遊戲動漫等內容產業發展，而 ARKO 一方面則專注在藝術創作支持，從空間、資金、展出機會等面向，分別提供藝文工作者交流創作、海外拓展及民眾藝術近用之各種支持，藉由組織分工分別給與文化創意產業光譜上不同的藝文工作者相應的後援，讓文創產業與藝術創作發展可以同時兼顧。另一方面，也致力於向大眾推廣藝術文化、落實文化平權，將藝術帶到每個人的生活中。



## 五、 韓國藝術實驗室(Arts Korea Lab, AKL)

韓國藝術管理服務中心（Korea Arts Management Service, KAMS）是韓國文化體育觀光部在 2006 年成立的公立機構，旨在支持韓國藝術家及文化領域的發展，為視覺與表演藝術開發市場及創造未來價值，提升整體藝文產業的競爭力。該單位並於 2023 年 10 月成立韓國藝術實驗室（Arts Korea Lab, AKL），提供視覺與表演藝術進入創業階段的實驗創作、生產、展示、推廣發行及各項業務開發的顧問與空間支持。

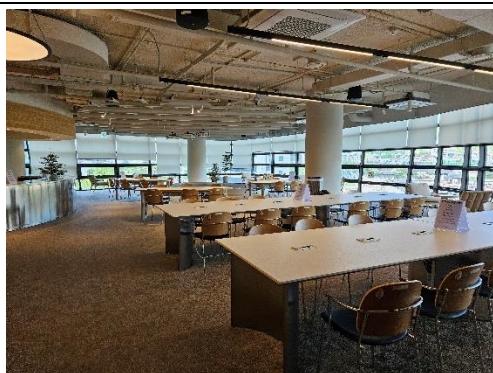
AKL 位於景福宮正對面的精華區大樓，共有 5 層空間，包含黑盒子展演、DEMO 展示、實驗設備工作室、教室、交流與洽商空間、會議室、錄音室、攝影棚、多媒體剪輯室、排練室等專業空間，並有進駐辦公室提供獲選業者在此設立據點，AKL 同時於機構內設置法律、財務、投融資等各項顧問人員，提供進駐者與大眾進行諮詢。



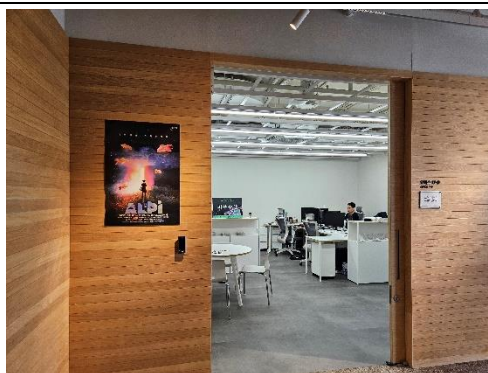
圖：多媒體剪輯室



圖：DEMO 展示空間



圖：交流空間



圖：藝術家進駐辦公室

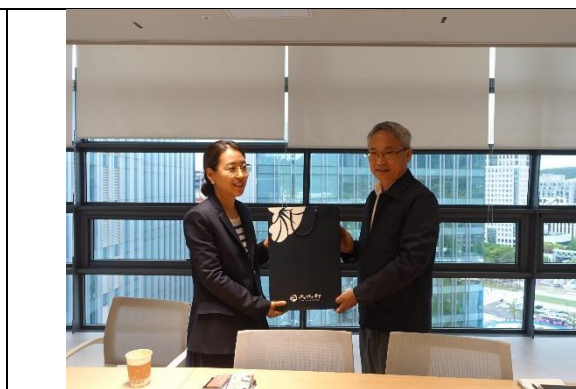
有別於 ARKO 對藝術創作的支援，AKL 專注於藝術創業、流通及產業化的支持；韓國於 2021 年對藝術工作者進行問卷調查，共有 97%受訪者表示當時韓國政府對於藝術技術與產業化的支持不足，於是 AKL 在 2023 年迅速成立，給予藝術新創企業在創業與創造附加價值的道路上給予各種協助，讓進駐業者在此進行新產品及新技術的創意實驗。

本次參訪團對與 AKL 李收玲總監對談，了解到了韓國政府對於產業支持的力度與效率，該單位自問卷調查結果統計完成、文體部接受相關提案後，僅花費 1.5 年（6 個月進行規劃、6 個月進行行政作業與檢討修改、6 個月的整修工程），即正式對外開放，AKL 目前有 24 個藝術公司進駐，70%為視覺藝術新創公司，30%為具有 IT 技術並進行 IP 使用擴展業務的企業，進行包含 B2B（為企業創造衍伸商品、協助作品進行附加技術、快閃或品牌建立）、B2C（建立藝術商業平台或網站、表演與公演企劃、兒童內容媒體應用、體感設施開發）等各項藝術商業開發工作。

AKL 除了提供進駐空間、法律財務顧問、募資等協助，並會帶領進駐團隊參加各式產業博覽活動或協助進軍海外，並會媒合韓國大企業與進駐公司合作，由藝術家們提供創意讓大企業的產品可以更加推廣，大企業也協助藝術家的公司推展品牌或提供相關資源，創造雙贏局面。而藝術工作者們以三年為期進駐 AKL，並制定相關目標，AKL 在業者進駐期間也盡力協助業者達到階段性的成長任務。AKL 在藝術創業推展的功能在國內公務組織中較少見，隨著藝術與數位科技發展，相關衍伸應用產業相應而生，國內如何因應新興產業發展趨勢並提供適當支援系統，也將是臺灣下一階段將面對的課題。



圖：李收玲總監與參訪團對對談



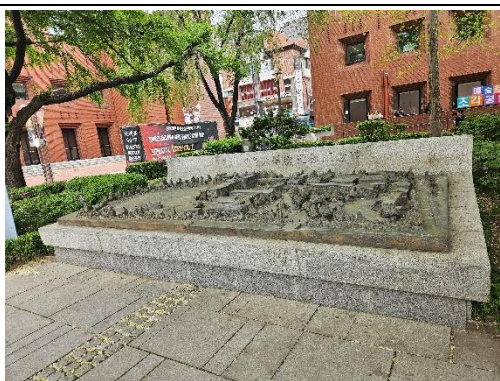
圖：向 AKL 致贈臺灣文創禮品



## 六、鐘路區大學路表演劇場聚落

自從首爾大學的文理學院和法學院設立於大學路後，以首爾大學學生為中心，形成了一個大學年輕人聚集區域，首爾大學校區於 1975 年搬離後，其舊址上建立了「馬羅尼埃公園」，韓國國家文化藝術委員會(ARKO)的美術館及劇場設立於此，附近並陸續遷入大量的小型表演劇場，逐漸形成了今日的大學路文化藝術聚落，大學路並於 1985 年被指定為「文化藝術街」文化特區，成為政府保護與管理的重點區域，期望能延續學路表演藝術及各項文化設施的活耀性。

大學路文化特區除了聚集各式藝文場館及劇場空間外，每年由相關藝文協會、基金會或區政府等單位在馬羅尼埃公園舉辦各種藝術節與市集活動，該區並因政府提供劇場稅務優惠，有超過 200 家表演劇場進駐，這些進駐的劇場大多是小於 500 席的小型劇場空間，並有大企業看中這裡的商機，在此設置了專屬的劇場設施，整體競爭非常激烈，可以看到許多年輕人上街向行人銷售票券，除了固定的公休日以外，大多劇以定幕劇形式長檔演出，為達收益平衡每日並表演 2 至 6 場。



圖：設立於首爾大學舊址的馬羅尼埃公園



圖：文化特區內某棟劇場空間，於1棟建築物中設置了7間小型劇場

本次參訪團隊安排欣賞韓國著名舞台劇「尋找金鐘旭」，該劇自 2006 年韓國首演至今，在全亞洲以累計百萬觀賞人次，全劇僅有 3 位演員，以 1 人分飾多角的方式進行演出，是最具代表性的韓國舞台劇之一。「尋找金鐘旭」是一部以「尋找初戀」為主題的舞台劇，成功獲得韓國知名媒體集團 CJ ENM 的投資，以青春回憶及浪漫元素引起大眾共鳴，並於 2010 年翻拍為電影。

演出「尋找金鐘旭」的劇場空間，位於馬羅尼埃公園後方，是一個約 200 席的小型劇場，當日入場觀眾僅約有 15 位，但不論有多少觀眾入席觀賞，戲劇仍

照常演出，票務人員並在售票時確認觀眾是否有需要字幕服務，在演出時兩旁螢幕會顯示相應的字幕內容，增加國外觀光客觀賞意願。

該劇演出時長約 1.5 小時，利用小舞台各處機關與道具快速變換場景，除了劇情本身十分緊湊外，演員如何在最快的時間內完成變裝與場景變換也成為該劇看點。藉由大量新生代演員進入大學路小劇場演出，可培養新人演員的演技、歌唱實力以及在群眾面前演出的膽識，韓國有許多著名演員即出身於劇場，另外也可以藉由小劇場不斷驗證優化劇本內容，成為 IP 內容及相關戲劇工作者升級的良好試驗場域。



圖：約200席的劇場空間



圖：3位演員以隱藏於舞台的各處機關道具，完成整部舞台劇演出

近年臺灣也逐漸產生類似的表演劇場，200 席以下的小型劇場空間陸續成立，但 200 席至 500 席間的空間仍尚有缺乏，且尚未有成為聚落的趨勢。未來在藝文空間建設及文創聚落的扶植方向，可參考韓國大學路文化特區的經驗，運用相關優惠措施引進業者群聚，創造友善的戲劇優化環境，並可養成大量劇場觀眾，提升臺灣表演藝術產業整體競爭力。

## 七、 韓國文化產業振興院（Korea Creative Content Agency, KOCCA）暨 CKL 企業支援中心

我國的文化創意產業一詞，在韓國稱為「內容產業」（Content Industry）。首先所謂內容（contents）」指符號、文字、圖形、色彩、聲音、音響、形象及影像等（包含上述之複合體）資料或資訊，而內容產業則指能創造出經濟附加價值的內容或提供內容服務的製作、流通、利用等相關產業，包括：電影、出版、音樂、電視廣播、廣告、遊戲、動畫角色、知識資訊、內容服務等 9 種產業別，由此可見，韓國推動的內容產業以高產值、高擴散性的大眾娛樂內容為主，強調內容的一源多用，並能為周邊產業、國家形象帶來整體提升的效益。

在韓國，政府相關部門建立明確的政策方向及誘因機制，但實際的推動工作，則在各產業環節設有專門的機構組織負責執行，本次所參訪的韓國文化產業振興院（Korea Creative Content Agency, KOCCA）即為適例。

KOCCA 的前身是於 2009 年整併韓國放送影像產業振興院、韓國遊戲產業振興院、韓國文化內容振興院、文化內容中心、韓國軟體振興院數字內容事業團等 5 個機構而成立，隸屬於韓國文化體育觀光部，屬於特殊法人，旨在順應數位時代的潮流，推動 K-Content 創新及成長，使韓國成為文化強國。KOCCA 的本院於 2014 年由首爾市搬遷至羅州市，但其產業支援服務設施分散於首爾市、羅州市及大田市，並於洛杉磯、北京、深圳、東京、巴黎、雅加達、河內、阿布達比等地設有代表處或服務專員，負責協助開拓各地區市場或提供當地韓國文化內容業者各項支援服務，其中韓國當地各項設施及位置分佈如下圖。

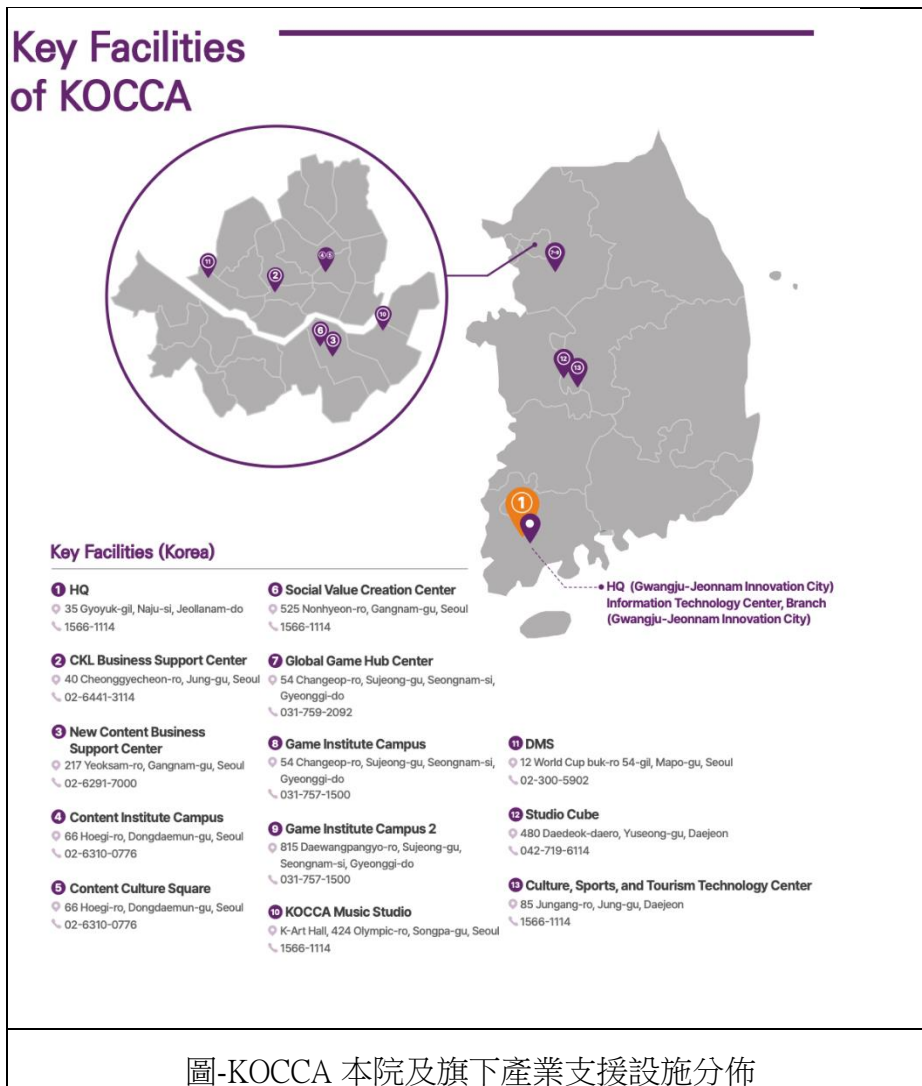


圖-KOCCA 本院及旗下產業支援設施分佈

本次主要參觀 KOCCA 旗下的 CKL 企業支援中心( Content Korea Lab Business Center)，位於首爾中區清溪川路，是一個交通相當便利的區域。由本院全球事業部 Kim Iljoong 總監，代表 KOCCA 與我方參訪團先進行交流討論，接續由 CKL 企業支援中心工作人員進行導覽。

KOCCA 本院 Kim Iljoong 總監向我方參訪團說明，韓國政府並不主導內容產業，而是充分支持內容創作者，提供所需的資源設備等協助，希望讓韓國的中小企業得以成長，例如 CKL 就是為了培育新創事業而成立的。對於 KOCCA 來說，根據不同時期的政策方向、內容產業的需求，內部部門及服務設施會滾動調整，以符合內容產業的發展速度。

此外，Kim Iljoong 總監表示，KOCCA 屬於特殊法人，是中央或地方政府以外的公共機構的一種，性質類似於我國行政法人，設有董事會運作，這兩年預算大約每年 6,000 億韓圓（折合新臺幣約 140 億元），5 年間成長 2 倍，組織行



政人力約 270 名，加上設施管理人力，總計約 500 名。Kim Iljoong 總監特別補充，KOCCA 的主管部會為文化體育觀光部，負責審視 KOCCA 的組織、營運計畫、預算、管理績效等，但另有政府另一個部門—企劃財政部，也會參與特殊法人的設立、審定管理方針、預算、績效評估及負責人任免，其中企劃財政部對於特殊法人的績效評估非常嚴謹及完善，假使評估結果不佳，負責人可能會被解僱。

CKL 企業支援中心乃是針對內容產業新創企業的孵化器，提供內容新創企業進駐辦公室、製作基礎設施，以及關於投資、法務、商業化、海外市場擴展等輔導諮詢的一站式服務，詳下圖。



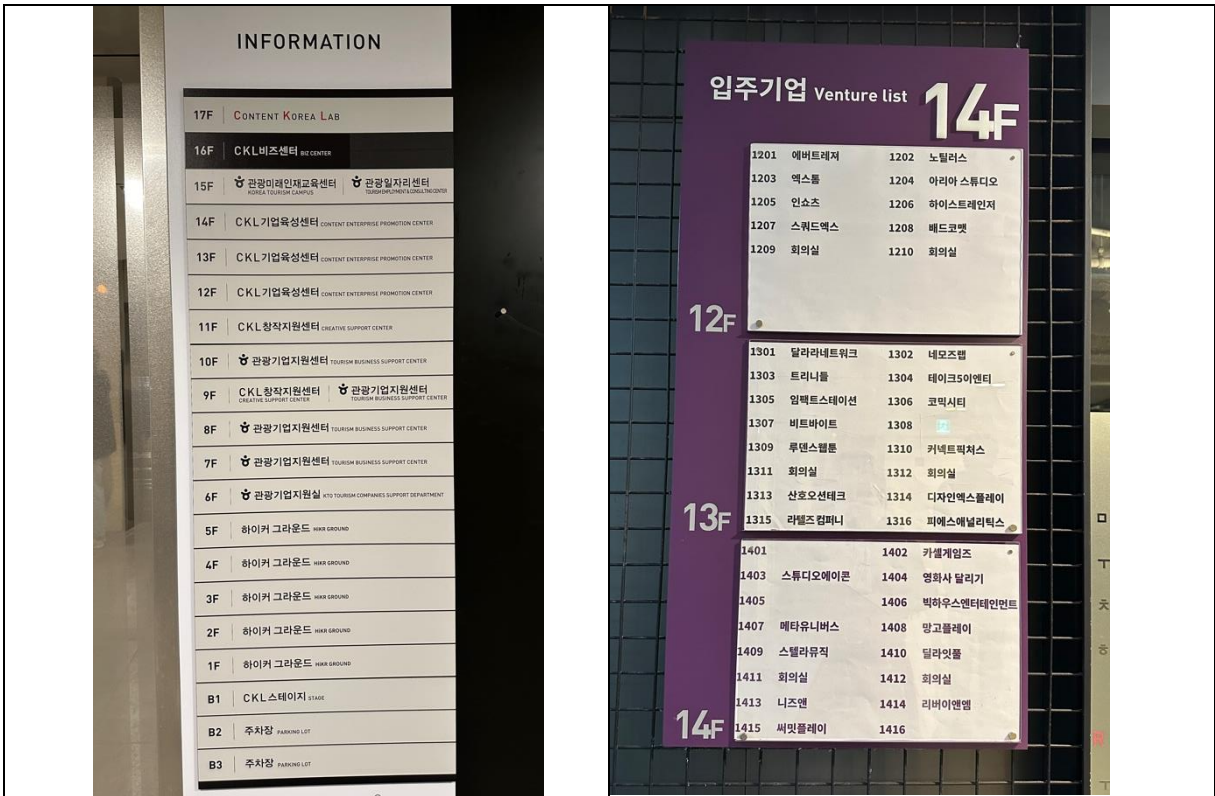


圖-CKL 樓層分佈

圖-企業辦公室目前進駐情形

CKL 一共有 7 層樓，包含 12 樓至 14 樓的企業進駐辦公室；9 樓、11 樓的製作支援中心、16 樓的內容支援中心，以及地下 1 樓的黑盒子劇院。在 12 樓至 14 樓的企業進駐辦公室，共有 36 間辦公室，每間從 6 坪至 30 坪之間，但以介於 8 坪至 15 坪的小型空間為主，每層設有 1 個至 2 個的公共會議室，以及休息空間、影印設備等。進駐的企業必須成立未滿 7 年，每年徵選 2 次，會以企業所提出的計畫內容、團隊組成、未來獨立經營的可行性等指標進行篩選。通常徵選結束後 1 至 2 個月，企業即可進駐，通過者最長可進駐 2 年（原則 1 年，1 年後評估通過後可再延長 1 年，通過率約 3 個通過 1 個），進駐期間無需繳交租金，只需負擔每坪 42,000 韓圓（折合新臺幣約 980 元）的管理費，並自備桌椅。從 2015 年開放進駐至今，已協助約 200 個新創企業，目前共有 32 間企業進駐中，類型包含：平台、故事內容、角色動畫、時尚、音樂、遊戲及 AI 元宇宙。



圖-目前進駐企業名單

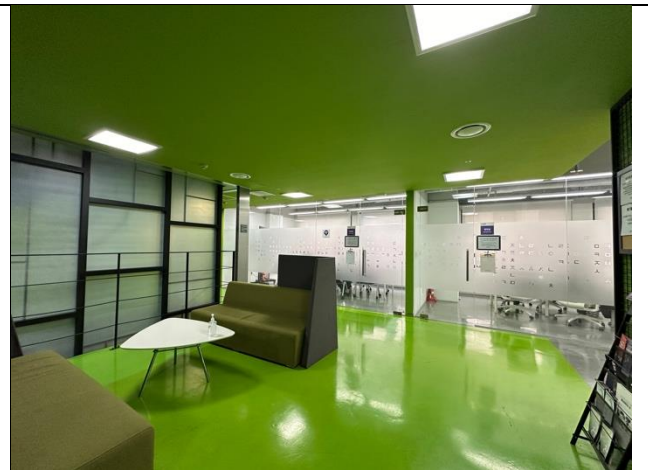


圖-進駐辦公室及公共空間



圖-進駐辦公室及公共空間

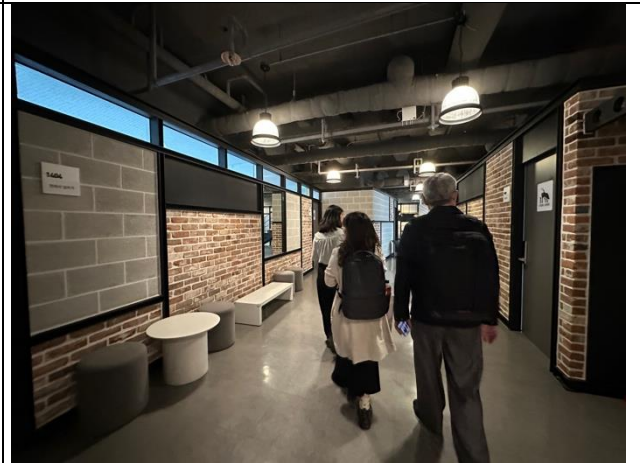


圖-進駐辦公室及公共空間

在 9 樓、11 樓的製作支援中心，包含影音編輯及後製室 3 間、錄音室 1 間、攝影棚（含綠幕）2 間，並提供攝錄影機、麥克風、腳架、照明等設備，於每週一至每週五上午 10 點至下午 6 點開放，原則每天每間提供一組申請使用，不論是進駐企業或是外部團體人士租借所有的空間及設備，均為免費，不定時會舉辦教育課程。另在 16 樓的內容支援中心，則以提供企業關於創業經營、財務投融资、海外市場拓展等諮詢服務為主，將固定有專家在場進駐，同樣進駐企業及外部專業人士均可申請服務。





圖-海外支援中心



圖-影像編輯室



圖-錄音室

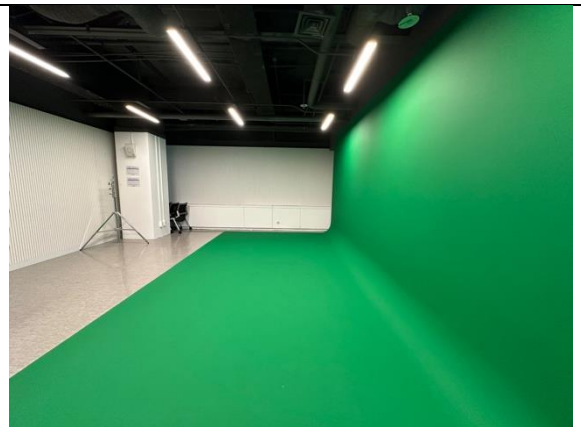


圖-攝影棚

地下1樓的黑盒子劇院，提供演唱會、音樂劇等大眾藝術公演使用，座席約190席，同時配有排練室、樂器可以租借，每年5月至隔年3月開放申請使用，進駐企業及外部人士均可申請，每次活動期間並無限制，且性質可為免費或售票型都可，凡通過審查者，無需任何費用（包含清潔費），通過率約3.5個通過1個，整體使用率約85%，並以7-9月為旺季。



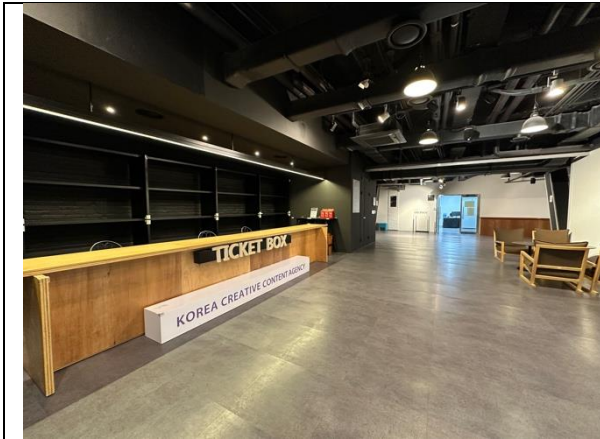


圖-劇院外的售票服務處



圖-黑盒子劇院內部



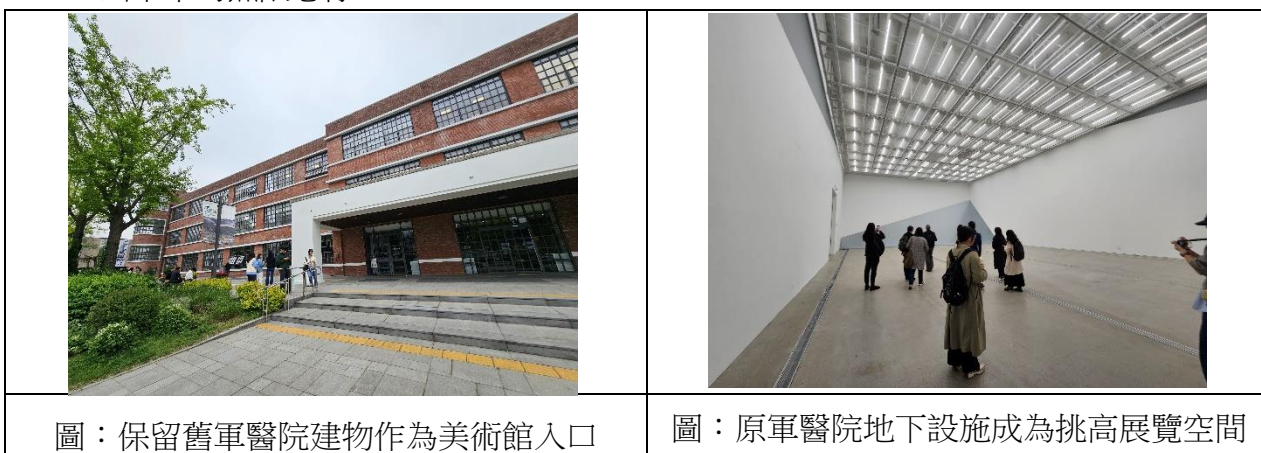
圖-休息室



圖-排練室

## 八、國立現代美術館（National Museum of Modern and Contemporary Art, MMCA）

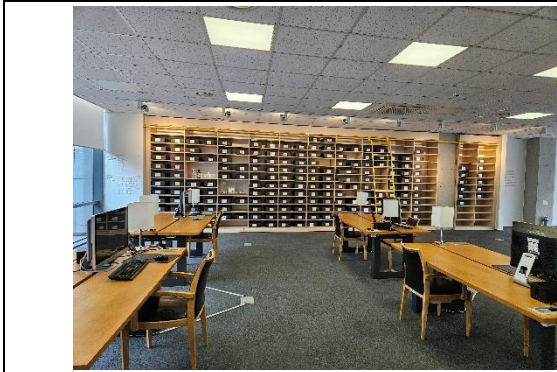
本次行程最後一日拜訪位於景福宮右側的國立現代美術館，MMCA 共有四個館舍，分別位於韓國首爾景福宮及德壽宮附近、果川及清州等地，參訪團參觀的是位於景福宮右側首爾館，該區域古蹟建物林立，與新時代建築新舊並存，MMCA 亦是其中一代表案例；該美術館原址為日據時代的軍醫院，其後又歷經首爾大學醫學院附屬醫院、國軍首都綜合醫院、國軍機務司令部等不同時期的歷史，在國軍機務司令部搬遷離開後，由韓國政府主導進行改建，將日式紅磚特色保留，並與新建物共同交融，將舊有的軍醫設施一併改為展示空間，讓大眾可以直面過去被殖民以及獨裁歷史，並藉由藝文使用與新建物的活力，延伸出未來的無限想像。



美術館位於青瓦台及景福宮附近，為了保留景福宮的觀景樣貌及青瓦台維安考量，周遭區域建物皆為低樓層設計，MMCA 是一個地上三層、地下一層的建築，除了不同大小與樓高的展覽空間、餐廳書店與販賣商店等美術館常見公共設施外，地下室另設有小型劇院（共 122 席）經常播放藝術、實驗、國際影展電影，並有可將座位收納至牆壁空間內的多功能廳，可進行包含展覽、表演、教育等多種用途，二樓設置各種排練創作教室、圖書館與工作室、三樓並有檔案庫及美術館會員休息區等空間。



圖：可收納至牆內的活動座位，伸縮僅需約3分鐘即可完成，可依用途快速調整空間設置



圖：檔案室與閱覽空間



圖：繳交年費即可使用的會員休息室

MMCA 與本次行程第一天參訪的 ACC 相同，皆由公務營運團隊及基金會共同組成，公務團隊包含館長、策展人及主要營運成員，主管美術館展覽企劃、營運業務，而基金會則主管餐廳、停車場與賣店等收益項目，可見韓國各藝文機關皆已建立營運收益雙軌機制，可以維持藝術發展政策與創造藝文館舍收入之間的平衡。

MMCA 每年除了來自韓國文化體育部編列的固定預算外，並有來自現代、SBS 電視台等大型企業的捐款，四個館舍並分別以近代藝術、現代藝術、典藏展出及國際交流等為主要業務，並共同進行駐村交換、圖書檔案管理、新聞媒體宣傳等業務。首爾館即是以國際媒體跨域藝術為主，自栩作為舊時代與新事物的連接者，將傳統與現代、國內與海外、首爾中央與地區進行連結。



## 參、 建議事項

### 一、 立即可行建議：

#### (一) 強化我國文化中介組織合作

韓國的文化中介組織制度發達且體系相對完整，不同文化產業領域大多有專責的文化中介組織，例如本次參觀的 KOCCA 扶植大眾流行的內容產業，ARKO 支持純藝術的創作、AKL 則專注於藝術創業、流通及產業化的環節，其他尚有韓國電影振興委員會、韓國出版文化產業振興院等，分工的同時，中介組織也形成綿密的資源橋接、聯繫的網絡平台，將政府資源協助銜接至民間產業，推進文化產業整體發展。

我國亦有許多文化中介組織，分別在不同文化領域從事創作、創業的支持輔導，為銜接文化產業不同階段的需求，並促進跨界合作，建議加強現行各中介組織之間的合作，以發揮中介組織資源整合及溝通橋樑之功能。

#### (二) 加強藝文場館服務功能

韓國各藝文場館除了展示、演出等功能外，並在後勤空間配置各項專業設備、創作測試空間，或設有檔案庫等資料儲存功能，能依各自的營運策略及管理模式服務產業，各場館間對於本身創作扶植或產業孵化之定位十分明確，準確執行韓國文化政策所推動的內容。

我國目前藝文場域功能近年來亦開始注重創作支持，逐漸轉型增加相關服務功能，但各項專業設施、空間與營運資源不足，對於整體產業所提供的支持仍有精進空間，爰建議短期內加強本部與各藝文場館間的連結，透過經費支援與密切聯繫，引導藝文場域設置更多服務設施，使公部門的政策得以延伸及落實於服務創作者跟產業人士的第一線，並結合硬體設施及空間特性，讓政策效益更趨深遠及廣泛。

#### (三) 持續推動文化幣以鼓勵青年文化參與

綜觀世界諸多國家，為了文化向下扎根，政府針對青年發放抵用券、補助金，鼓勵其參與藝文活動，在減輕青年經濟負擔的同時，也為文化產業培養新的消費人口，這種作法已被廣泛採用，包含歐洲的法國、義大利、德國，

以及本次參訪的韓國。

諸如文化幣及各國的文化消費抵用券、補助金，作為文化福利項目的一部分，具有縮小青年文化差距、創造及提升藝文產值的功效，因此建議我國仍應持續推動文化幣相關政策，在減輕青年經濟負擔的同時，也為文化藝術領域創造新的消費需求。

## 二、 中長期建議：

### (一) 完備文化中介組織體系

韓國政府透過廣設文化中介組織來協助政府的政策推動與橋接民間產業及團體，該文化中介組織可以是特殊法人、財團法人或社團法人等性質，其中特殊法人的組織性質類似我國行政法人，由政府給予資金挹注，但在運作上具備獨立專業性，且進用人力不受公務體系限制，因而被廣泛運用，本次參訪的 KOCCA、AKL 都屬於特殊行政法人。

我國目前屬於行政法人的文化中介組織數量持續增加，截至 2024 年 5 月底為止已有 10 個，所涉公共事務類型橫跨展演場館、圖書館、博物館、美術館之經營，以及影視、流行音樂、文化創意產業等。長期而言，為因應不同產業領域、發展階段的需求，建議得評估增設不同文化產業的專責中介組織，並採行政法人設立，透過分工合作及組織靈活彈性，提供產業專業支援，建構完整健全的產業生態系。

### (二) 委託中介組織經營藝文場域，並進行場域間的分工與串聯

目前國內尚有多項推動中的藝文場域公共建設計畫，參考韓國由中介組織或各種藝文基金會營運不同場館的經驗，未來臺灣各項藝文建設亦可依政策方向及國內需求，委由適當中介組織進行營運，並先定位藝文場域整體營運理念、方向策略與組織架構，以確保公共建設空間、設施與整體規劃內容符合市場需求，讓負責營運的中介組織可利用自身專業、專業設備與場地發揮更大服務功能，促進產業發展。且各場館可依自身定位拓展多元化服務設施及多角經營，並讓場館間能相互合作，藉由產出成果間的分工與串連，讓藝文場域形成可自我正向循環。

### (三) 推動文化內容策進院於海外駐點

本次參訪的 KOCCA 除了在韓國國內營運多項設施及子機構以外，為了協助拓展國際重點市場，KOCCA 亦於洛杉磯、北京、深圳、東京、巴黎、雅加達、河內、阿布達比等地設有代表處或服務專員，爰建議文策院仿效 KOCCA 於我國內容業者海外重點市場，設立駐點辦公室或服務處，除了提供我國文化內容業者各項支援服務，並且就當地整體文創產業的市場發展概況、政策、成功案例等面向爬梳並蒐集相關資訊，得有效務實之產業商情，以供我國內容業者即時評估該國產業現況及切入當地市場之契機點，同時與就在地文化內容產業重要公協會建立合作關係，以利臺灣業者評估進一步合作之機會。

어린이체험관



아시아의

Puppet  
Theater in  
Asia

인형극



## 아시아 인형극의 세계로 떠나요!

Take a journey through the world of Asian puppet theater!

- ▶ 아시아에서 인형극이 어떻게 시작되었을까요?  
What are the origins of puppet theater in Asia?
- ① 아시아에는 어떤 인형극이 있을까요?  
What kinds of puppet theater are found in Asia?
- ② 알쏭달쏭, 아시아 인형극 엿보기  
A glimpse at Asian puppet theater's varied forms

## 아시아 인형극 속 주인공을 만나요!

Meet the stars of Asian puppet theater!

- ▶ 아시아 인형극 속 주인공들을 만나요!  
Meet the stars of Asian puppet theater!
- ③ 아시아 인형마을  
Asian puppet village
- ④ 인형 친구를 도와주세요!  
Help out some puppet friends!
- ⑤ 꼼지락 인형공작소  
Wiggly puppet workshop
- ⑥ 꼼지락 인형극장  
Wiggly puppet theater

## 인형 친구를 위한 무대를 만들어요!

Create a stage for the puppets to play on!

- ▶ 인형극의 종류와 무대를 알아볼까요?  
Learn about the different forms of puppet theater and their backdrops
- ⑦ 흔들흔들, 인형들과 춤을 춰요!  
Dance and sway along with the puppets!
- ⑧ 알록달록, 나만의 무대를 만들어요!  
Create your own unique and colorful stage!
- ⑨ 으쌰으쌰, 다 함께 무대를 만들어요!  
Working together to make a stage!
- ⑩ 무대를 여는 막을 만들어요!  
Make a curtain to open up the stage!





## 무대 위에서 인형 친구를 움직여요!

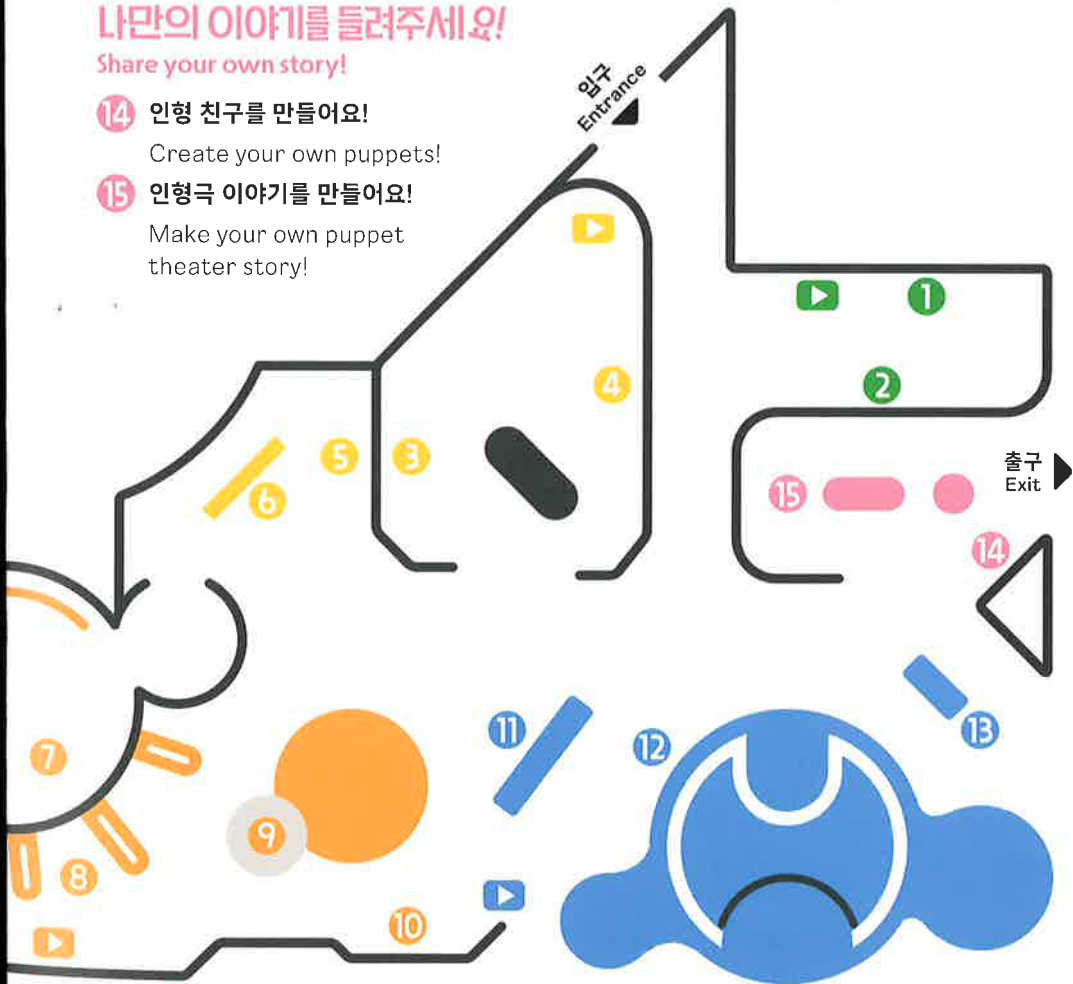
Make the puppets move on the stage!

- ▶ 아시아의 특별한 인형극을 알아볼까요?  
Learn about special forms of Asian puppet theater
- 11 다 함께 시타 공주를 구해요!  
Join in the rescue of Princess Sita!
- 12 반짝반짝 인형극장  
Twinkling puppet theater
- 13 땡땡땡, 오르테케와 함께 춤을 춰요!  
Twinging and twanging: Dancing with Orteke!

## 나만의 이야기를 들려주세요!

Share your own story!

- 14 인형 친구를 만들어요!  
Create your own puppets!
- 15 인형극 이야기를 만들어요!  
Make your own puppet theater story!





## 함께 지키는 약속!

### Our Promises to Each Other!

- ✓ 순서를 지키며 서로 양보해요.  
We promise to wait our turn and let others go first.
- ✓ 사용한 체험 도구는 제자리에 정리해요.  
We promise to put everything back in its proper place.
- ✓ 친구에게 체험 도구로 장난치지 않아요.  
We promise not to play around with the items.
- ✓ 함께 쓰는 체험 도구는 소중히 아껴주세요.  
We promise to treat shared items with respect and care.

국립아시아문화전당 어린이문화원

광주광역시 동구 문화전당로 38

[www.acc.go.kr](http://www.acc.go.kr)

T. 1899-5566



A | C | C  
국립아시아문화전당  
Asia Culture Center

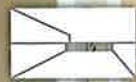


국립아시아문화전당재단  
Asia Culture Center Foundation

국립아시아문화전당

# 안내지도

NATIONAL ASIAN CULTURE CENTER  
GUIDE MAP

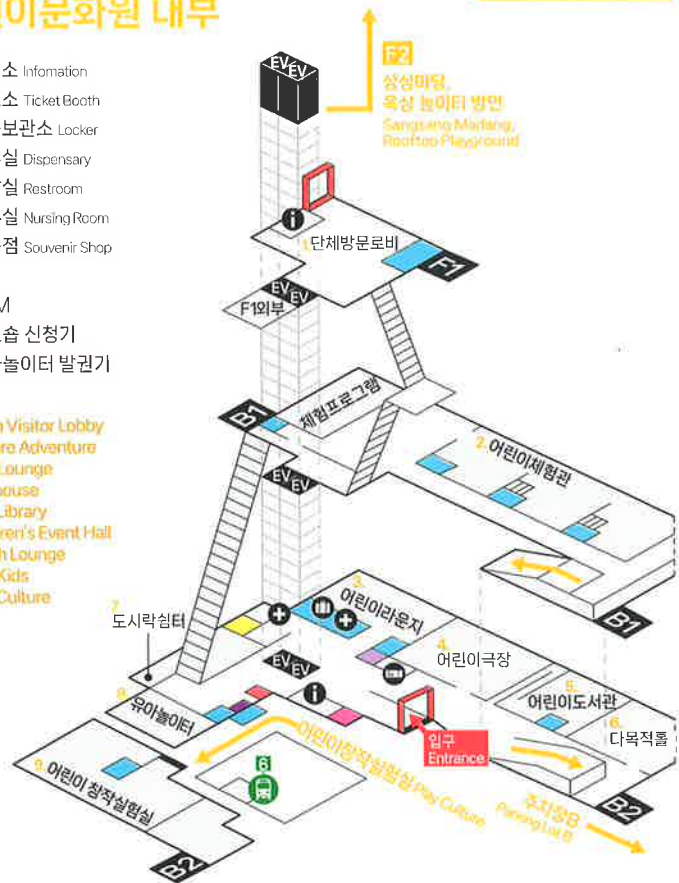


A I C I C  
국립아시아문화전당  
NATIONAL ASIAN CULTURE CENTER

## 어린이문화원 내부

- ① 안내소 Information
- ② 매표소 Ticket Booth
- ③ 물품보관소 Locker
- ④ 의무실 Dispensary
- ⑤ 화장실 Restroom
- ⑥ 수유실 Nursing Room
- ⑦ 상품점 Souvenir Shop
  
- ATM
- 워크숍 신청기
- 유아놀이터 발권기

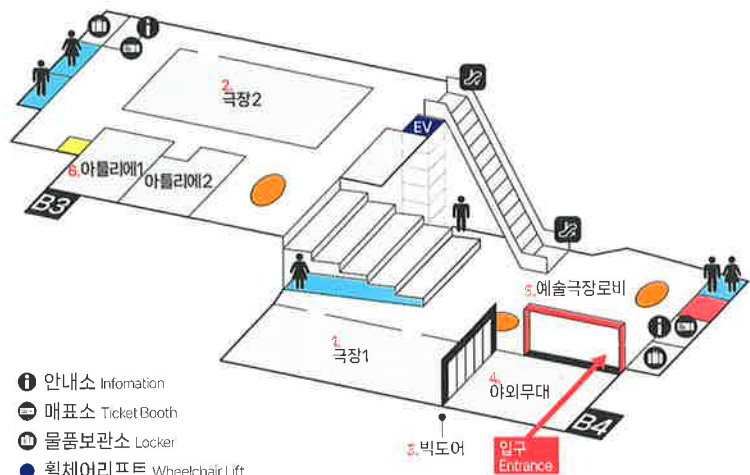
1. Group Visitor Lobby
2. Culture Adventure
3. Kids Lounge
4. Playhouse
5. Play Library
6. Children's Event Hall
7. Lunch Lounge
8. Play Kids
9. Play Culture



## 예술극장 내부

- ① 안내소 Information
- ② 매표소 Ticket Booth
- ③ 물품보관소 Locker
- 휠체어리프트 Wheelchair Lift
- ④ 화장실 Restroom
- ⑤ 수유실 Nursing Room
- ACC라운지 빛 ACC Lounge
- 공공미술 ACC Public Art

- 1~2. Theater 1~Theater 2
3. Big Door
4. Outdoor Space
5. Theater Lobby
6. Atelier 1~Atelier 2





## 문화정보원(박물관) 내부

ACC ARCHIVE & RESEARCH

- ① 안내소 Infomation
- ② 물품보관소 Locker
- ③ 휠체어보관소 Wheelchair Storage
- ④ ACC컬처숍(준비중)  
ACC Culture Shop(Under Preparation)
- 화장실 Restroom
- 아기쉼터 Nursing Room
- 공공미술 ACC Public Art
- 대나무정원 Bamboo Garden

1. Lecture Hall
2. Asia Culture Academy
3. Conference Hall
4. Theater 3
5. Special Exhibition Gallery1
6. Special Exhibition Gallery2
7. Permanent Exhibition Hall
8. ACCex
9. Asia Story Road
10. Asia Culture VR
11. Book Lounge
12. Library
13. Asia Culture Museum
14. Storage
15. Special Reading Room
16. Cultural Education Room 4,5
17. Lecture Room 1, 2
18. Cultural Education Room 6



## 문화창조원(전시관) 내부

ACC CREATION

- ① 안내소 Infomation
- ② 매표소 Ticket Booth
- ③ 물품보관소 Locker
- 화장실 Restroom
- ACC라운지 빛 ACC Lounge
- 대나무정원 Bamboo Garden
- 공공미술 ACC Public Art

- 1~6. Space 1~ Space 6
7. ACT Studio 1(Rapid Prototyping)
8. ACT Studio 2(Multipurpose)
9. ACT Studio 3(Digital AV)



# ACC 안내지도

## National Asian Culture Center Guide Map

국립아시아문화전당(ACC)은 아시아 문화 교류와 콘텐츠의 창·제작, 전시, 공연, 유통이 이루어지는 복합문화예술기관입니다. 문화정보원, 문화창조원, 예술극장, 어린이문화원, 민주평화교류원으로 구성되어 있습니다.

National Asian Culture Center is an integrated art and cultural organization, home to activities such as cultural exchange in Asia and content creation, production, exhibition, performance, and distribution. It consists of the following venues: ACC Archive & Research, ACC Creation, ACC Theater, ACC Children, ACC Cultural Exchange.

-  **전당출입구**  
ACC Entrance
-  **안내**  
Information
-  **주차장**  
Parking Lot
-  **ACC 문화상품점**  
ACC Culture Shop
-  **화장실**  
Restroom
-  **옥외 엘리베이터**  
Elevator
-  **옥외 에스컬레이터**  
Escalator
-  **버스정류장**  
Bus Stop
-  **지하철**  
Subway
-  **택시승강장**  
Taxi Stand

### 문화정보원(박물관) ARCHIVE & RESEARCH ACC

문화정보원은 아시아 문화를 연구하고, 이를 기반으로 자원을 수집·정리·보존하여 아시아 문화 박물관을 통해 열람·전시·체험·교육 등 이용자 서비스를 제공합니다. 아시아 문화 박물관은 전시관, 도서관, 아카이브센터 기능을 갖춘 복합 문화 공간으로서 연구·아카이빙 결과물을 시연하고 이용자들에게 아시아 문화의 다채로운 경험을 제공합니다.

ACC Archive & Research researches Asian culture, and based on that research, collects, organizes, and preserves cultural resources, which are then offered through user services such as access, exhibition, experiences, and education. The Asia Culture Museum is an integrated cultural space that functions as an exhibition space, library, archive center, and museum, presenting the results of ACC's research and archiving activities and providing the users with varied experiences from Asian cultures.

### 문화창조원(전시관) ACC CREATION

문화창조원은 인문, 예술, 첨단과학이 결합된 융·복합 콘텐츠를 기획하고 개발하는 랩(LAB) 기반의 콘텐츠 창작 제작 공간과 전시 콘텐츠의 상상력을 실현시킬 수 있는 다양한 전시실을 갖추고 있습니다. 동시대 주목할 만한 주제를 반영하여 흥미롭게 전시를 개최하고, 대중과 함께 예술 관람의 즐거움을 나누고 있습니다. 또한 문화창조원 옥상에 위치한 하늘마당은 ACC만의 명소로 초록빛 가득한 잔디 위에서 하늘과 별을 볼 수 있는 자연 공원입니다.

The ACC Creation is equipped with a laboratory-based creation and production system for researchers based on the convergence of humanities, arts, and science, and various exhibition spaces that can realize the creativity of the contents. It hosts engaging exhibitions that reflect the themes of the contemporary world, and shares the joys of art with the public. Furthermore, Hanul Madang, located on the roof of the ACC Creation building, is a beloved natural park where one can see the sky and the stars on a green grass lawn.



  
**동명동 카페거리**  
Dongmyeong-dong  
Cafe Street

제봉로 Jeobong-ro

**장동로터리**  
Jangdong  
Crossroad

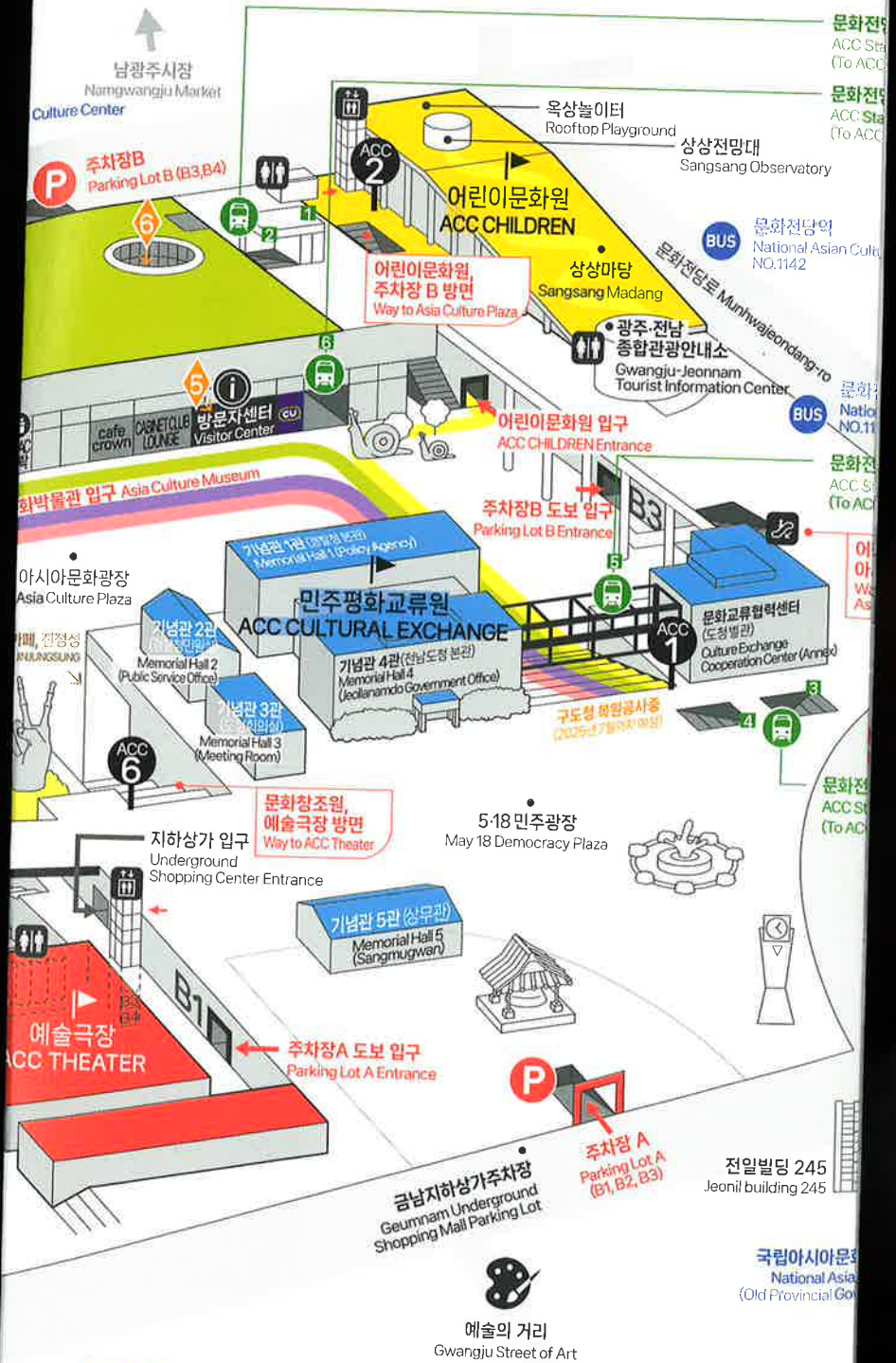
**대인시장**  
Daein Market





<p><b>ACC 길라잡이</b></p> <p>ACC 길라잡이 앱을 통해 ACC 프로그램 정보, 주요 시설 안내, 경로 찾기 등을 이용하실 수 있습니다.</p> 	<p><b>ACC 투어</b></p> <p>해설사의 스토리텔링을 바탕으로 전당 내외부 곳곳을 한번에 둘러볼 수 있는 프로그램</p> 	<p><b>ACC 전시해설</b></p> <p>문화정보원의 전시자료, 문화창조원의 전시작품을 보는 전시해설 프로그램</p> 
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◆ ACC 공공미술 작품 ACC Public Art

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. 우고 론디노네, &lt;ACC 매직마운틴&gt;</li> <li>2. 마탈리 크라셋, &lt;리플렉시티&gt;</li> <li>3. 왕 두, &lt;승리&gt;</li> <li>4. 이불, &lt;무제&gt; / 최정화, &lt;Normal Scape&gt;<br/>최정화, &lt;Ancestral Landscapes&gt;</li> <li>5. 최정화, &lt;Heavenly Heaven&gt;</li> <li>6. 백승우, &lt;세븐데이즈&gt;</li> </ol> | <ol style="list-style-type: none"> <li>1. Ugo Rondinone, ACC Magic Mountain</li> <li>2. Matali Crasset, Reflexcity</li> <li>3. Wang Du, Victory!</li> <li>4. Lee Bul, Untitled / CHOI JEONG HWA, Normal Scape<br/>CHOI JEONG HWA, Ancestral Landscapes</li> <li>5. CHOI JEONG HWA, Heavenly Heaven</li> <li>6. Back Seung Woo, Seven Days</li> </ol> |
|---|--|



강역 출구1,2 (ACC 삼성마당, 동구청 방면)  
 Exit NO.1, 2  
 SangSang Madang, Dong-gu Office)

강역 출구6 (ACC 아시아문화광장 방면)  
 Exit NO.6  
 Asia Culture Plaza)

Asia Culture Center  
**아시아음식문화거리**  
 Asian Food Culture District

강역  
 National Asian Culture Center  
 NO.30

강역 출구5 (ACC 어린이문화원, 지하상가 방면)  
 Exit NO.5  
 Asia Culture Plaza)

어린이문화원,  
 아시아문화광장 방면  
 Children's Culture Center,  
 Asia Culture Plaza

서석로 Seoseok-ro  
 양림동 Yangnim-dong

강역 출구3,4 (ACC1번입구, 5·18민주광장 방면)  
 Exit NO.3,4  
 Gwangju 1, May 18 Democracy Plaza)

충장로  
 Chungjang-ro

국립아시아문화전당(구 도청)  
 National Asian Culture Center  
 (Old Provincial Government Office)  
 NO.1124

금남로 Gaunnam-ro  
 BUS

100m 방면  
 5·18민주광장운동기물판  
 May 18 Democracy Plaza Sports Complex

전당(구 도청)  
 National Asian Culture Center  
 (Government Office)  
 NO.1123

## 어린이문화원

ACC CHILDREN

**아시아문화 기반 어린이 문화콘텐츠 제작·유통 플랫폼**  
 어린이문화원은 어린이의 감성과 창의성, 세상과의 공감 능력을 향상시키는 교육적 체험과 놀이를 제공하는 문화 공간입니다. 어린이 문화자원을 조사 연구 개발하고 아시아 문화의 다양성을 기반으로 교류와 유통을 활성화하며, 다양한 창작활동과 체험의 장을 제공합니다.

### A Platform for the Creation and Distribution of Cultural Content for Children

The ACC Children is a cultural space that offers educational experiences and play activities that build children's emotional acuity, creativity, and empathy with the world. It also surveys, researches, and develops children's cultural resources, and based on Asian cultural diversity, it promotes cultural exchange, distribution, and offers a venue for creative activities and experiences.

## 민주평화교류원

ACC CULTURAL EXCHANGE

### 아시아문화교류·협력네트워크의 중심

역사적 건물을 지상에 남겨 기념비화한 공간입니다. 민주 평화 교류원은 5·18의 역사적 기억을 민주인권평화의 가치로 승화시킨 콘텐츠를 통해 아시아 문화교류·협력 네트워크의 중심을 지향합니다.

### A Center for Cultural Exchange and Cooperation for Asian Cultures

The ACC Cultural Exchange was built by renovating a historic building that symbolizes the May 18 Democratic Uprising. Through contents that have sublimated the historic memory of the May 18 Democratic Uprising to build the values of democracy, human rights, and peace, the ACC Creation orients itself as a center of the Asian cultural exchange and cooperative network.

## 예술극장

ACC THEATER

### 아시아 동시대 공연예술의 창·제작 허브

예술극장은 진취적인 작품의 기획과 제작, 담론의 생산, 그리고 순환이 총체적으로 이루어지는 국제적인 허브를 지향합니다. 광주라는 작은 도심원에서 시작하여 한국-아시아-전 세계로 아시아의 동시대 공연예술이 들어오고 나가는 창이 되고자 합니다.

### A Creative Hub for Asia's Contemporary Performing Arts

The ACC Theater seeks to become an international hub that develops and creates ambitious works of art, produces discourses, and facilitates their circulation. It aspires to transcend the city limits of Gwangju and become a window for Asia's performing arts to Korea, Asia, and the rest of the world.

# ACC 이용안내

**운영시간** 화~일 10:00~18:00 (월요일 및 신정 휴관)

※월요일이 공휴일인 경우 개관하며 다음날 비공휴일에 휴관

아시아문화박물관 및 복합전시관 수, 토 18:00~20:00(연장 운영)

Opening Hours On Tue to Sun 10:00~18:00 (Closed on Monday and January 1)

Asia Culture Museum and ACC Creation

Extended opening on Wed and Sat 10:00~20:00

## 주차안내

주차장A	예술극장, 민주평화교류원 인접	08:00-22:00
주차장B	어린이문화원, 아시아문화광장, 문화정보원 인접	1월1일, 정기 휴관일(매주 월) 휴무
부설주차장(아외)	하늘마당, 문화창조원 인접	07:00-24:00(연중무휴)

## Parking Information

Parking Lot A	near ACC Theater and ACC Cultural Exchange	08:00-22:00
Parking Lot B	near ACC Children, Asia Culture Plaza and ACC Archive & Research	closed every Monday and January 1
Annex Parking Lot	near Hanul Madang and ACC Creation	07:00-24:00(open throughout the year)

## 편의시설 ※휴관일 휴무

ACC 문화상품점 <DLAC 물품>	10:00 ~ 18:00 / 수, 토 20:00까지
편의점 (CU)	08:00~22:00 / 유·무인 복합 운영
카페 크라운	화·금 09:00~19:00 / 토, 일 10:00~19:00 / 수, 토 20:00까지 운영
파크먼트 키즈 라운지	10:00~18:00 *24.5월부터 운영 예정. 운영시간은 변경될 수 있음
캐비닛클럽라운지	10:00~18:00 / 수, 토 20:00까지
카페, 진정성	10:00~21:00 / 휴관일 12:00 오픈
N:NEWS 뉴스뮤지엄	10:00~18:00 / 수, 토 20:00까지

## Amenities ※Closed when the center is closed

ACC Culture Shop <DLAC>	Tue - Fri 10 AM ~ 6 PM / Wed, Sat 10 AM ~ 8 PM
Convenience Store	8 AM ~ 10 PM * Manned and unmanned, depending on the hour
Cafe Crown	Tue - Fri 9 AM ~ 7 PM / Sat, Sun 10 AM ~ 7 PM * Extended opening hours on Wednesdays and Saturdays until 8
Parkment Kids Lounge	10 AM ~ 6 PM * Scheduled to operate from May, operating hours are subject to change
Cabinet Club Lounge	10 AM ~ 6 PM / Wed, Sat 10 AM ~ 8 PM
Cafe, JINJUNGSUNG	10 AM ~ 9 PM * Opens at 12:00 on designated dates
N:NEWS	10 AM ~ 6 PM / Wed, Sat 10 AM ~ 8 PM

ACC 누리소통망에서 더 많은 소식을 만나보세요!

    [www.acc.go.kr](http://www.acc.go.kr)

61485 광주광역시 동구 문화전당로 38 ☎1899-5566  
38 Munhwajeondang-ro Dong-gu, Gwangju 61485, Republic of Korea

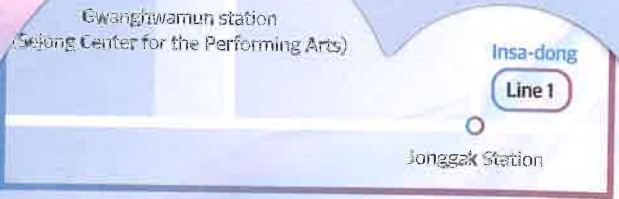


ARTS KOREA LAB  
아트코리아랩



ARTS KOREA LAB

# Meet, Experiment, Expand



## Space outline

### Location

Twin Tree Tower, Building A, 6 Yulgok-ro, Jongno-gu, Seoul  
Basement Level 1, Floors 6-7, and Floors 16-17, a total of 5 levels.

### Facility Layout

The venue is tailored for artists and art companies, offering spaces dedicated to collaborative creation, hands-on experimentation, live demonstrations, education, networking, startup nurturing, and

### Operating time

09:00-18:00

※ Office in residence, coworking spaces, and some lab and studios open 24 hours a day

### Homepage

Arts Korea Lab

[www.artskorea.com](http://www.artskorea.com)





# ARTS KOREA LAB

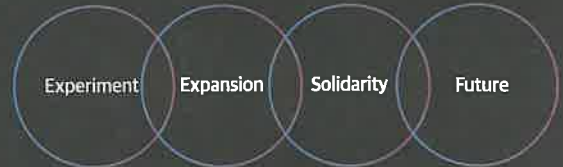
This leaflet is made of eco-friendly paper made of biodegradable wheat.  
Arts Korea Lab shares and concerns the issue on climate crisis.

## Arts Korea Lab serves as a comprehensive support platform dedicated to pioneering and amplifying new artistic endeavors.

**Mission** Driving the future growth engine of artistic activities and businesses.

**Vision** A hub for discovering, experimenting, realizing, and disseminating innovative arts, bridging creativity with industrialization.

### Core Values & Tasks



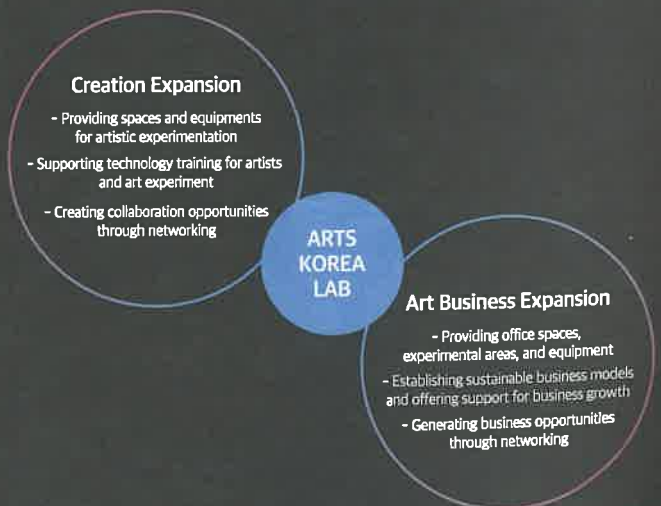
Artists merge eclectic themes and cutting-edge technologies to unveil groundbreaking artistic expressions, expanding the artistic horizon.

Art companies benefit from our robust support enabling them to hone in on their primary objectives and to foster connections with a diverse array of artists, corporations and technological innovations.

Furthermore the infrastructure and programs at Arts Korea Lab foster collaborations bridging the realms of art and business.

---

## We foster the creative endeavors, networking, and dissemination for artists and art companies.

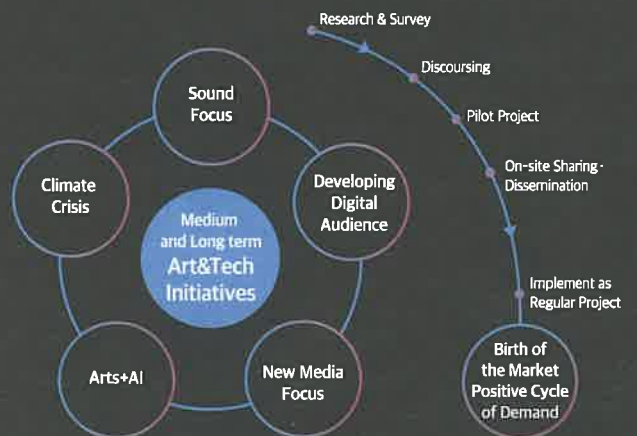


It all sounds promising,  
but I'm at a loss for where and how to begin.

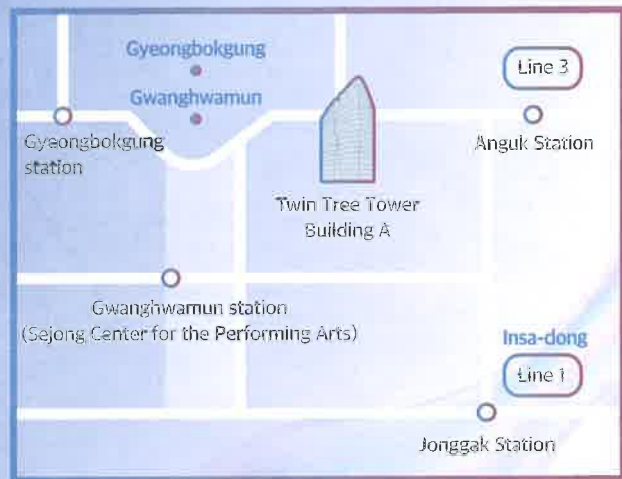
“ That's why Arts Korea Lab supports. ”



To delve into uncharted territories of art and to unearth and amplify demand and markets, we pinpoint specialized initiatives.



Map



Space outline

Location

Twin Tree Tower, Building A, 6 Yulgok-ro, Jongno-gu, Seoul  
Basement Level 1, Floors 6-7, and Floors 16-17, a total of 5 levels.

Facility Layout

The venue is tailored for artists and art companies, offering spaces dedicated to collaborative creation, hands-on experimentation, live demonstrations, education, networking, startup nurturing, and tenancy.

Operating time

Mon-Fri 09:00-18:00

※ Office in residence, coworking spaces, and some lab and studios open 24 hours a day

Homepage

Arts Korea Lab

[www.artskorealab.kr](http://www.artskorealab.kr)

Korea Arts Management Service

[www.gokams.or.kr](http://www.gokams.or.kr)

Inquire

Tel 02-708-2222

Mail [infoakl@gokams.or.kr](mailto:infoakl@gokams.or.kr)

Instagram

[@arts\\_korea\\_lab](https://www.instagram.com/arts_korea_lab)



Ministry of Culture, Sports and Tourism



ARTS KOREA LAB  
아트코리아랩



## Art x Tech Lab | Expanding Expression

We offer four versatile creation studios tailored for both performing and visual arts, complemented by a multipurpose studio, a sound studio, and a rendering/editing room. Our on-site professional technicians are available for guidance. This provides a platform for artists and businesses to bring their creative visions to life.

### Artistic Experimentation Support <Super Testbed>

Immersive Sound LAB	Projection Mapping LAB
XR Metaverse LAB	Interactive Kinetic LAB



Immersive Sound Studio/Rendering & Editing Room (7F)

A&KL Tech Lab (B1F)

※ For the initial four months post-launch, our focus will be on resident businesses and those involved in our projects, with plans to gradually open to a broader audience thereafter.



## Networking Hub |

### Where Creativity Sparks from Connections

Networking hub is designed for artists and art companies to connect, fostering fresh dialogues and perspectives. It features lectures, co-working spaces, showrooms, and a café. In addition, the Art Industry Academy, an array of workshops, forums, and networking events can be hosted here. A dedicated business center is also in place to support both resident artists and companies.

### Business Center

Legal	Tech Consulting	Global Expansion
PR	Account	



Arts Business Hub (6-7F)



## Incubator | Sowing the seed of art company

We offer dedicated residency spaces to ensure that art companies can launch and grow seamlessly. Our facilities include a prototype production lab equipped with wooden, metalworking, and 3D printing capabilities, specifically tailored for art companies. We administer a growth program tailored to the needs of our resident companies.



Incubator (16-17F)



## ArtxTech Lab 81, 7F

Studio A	- Rehearsal and showroom for performing arts such as music, performance, theatre, musical, etc. * Movable acoustic system.
Studio B, C	- Flexible Blackbox studios - presenting various type of performing art and immersive sound. * Lighting and acoustic system, video streaming system, immersive sound system.
Studio D	- Media facade with multi projection mapping and stereophonic sound. * Media mapping system, lighting and acoustic system.
Media Wall	- High-resolution curved LED display for media art. * Curved LED display, audio system.
Kinetic Studio	- Wooden and metal object making and available workshop in a small scale. * CNC cutting machine, 3D printer, woodworking equipments, metalworking equipments.
Immersive Sound Studio	- Immersive sound design for video making and audio recording in a small scale. * DAW System, immersive sound system.
Multi-purpose Studio	- Video making, motion capture, etc. with various equipments. * Video recording system, motion capture system, etc.
Editing Room	- Rendering and editing room for video work. * Editing software (MAC and Window available).

## Networking Hub 6-7F

AKL Agora/ Coworking space/ Networking Cafe	- Coworking space maximum of 40 seats to provide various art activities and give a lecture, plan for workshops. * Audio and video system, etc.
Showroom	- Testing prototype created by resident companies and showroom for artwork and exhibition. * Audio and video system, etc.
Lecture Room	- Mid to Large size of Lecture room (capacity of max. 50 people). * Audio and video system, video streaming system, etc.
Media Lab	- Media focused technology learning space especially video mapping, audio editing, etc. * Display system, high performance workstation and software, etc.
Biz Center	- Business consulting and business growth supporting program for artists and art companies.
Talk-Talk Room	- A space where networking and simple meetings for artists and organizations can be held. * Art-related books and records available for viewing.

## Incubator 16-17F

Office	- Creation based office spatial support.
Office	- Media art or no-noise field based office spatial support.
Making Studio	- Creating prototype and small object. * CNC cutting machine, 3D CNC cutting machine, 3D printer, Laser cutting machine.
Printing Studio	- Printing Studio. * Plotter, photo printer, transfer printer, etc.
Lounge	- Lounge with a panoramic view of Gyeongbokgung Palace and Bukhansan Mountain.
Meeting Room	- International and domestic meeting room for resident companies. * Electronic whiteboard, projector, video meeting system, etc.

# When artists encounter technology, they transform their creative visions into reality.

## Artists

### Support

- Offering diverse educational programs and workshops, with a special focus on new technological integrations in creation.
- Providing resources to craft prototypes, enabling artists to preview their creations before final production.
- Initiating projects that encourage multifaceted collaborations.
- Presenting avenues to circulate and showcase art, from festivals to forums and beyond.
- Investigating and sharing insights on the future trajectory of art.
- Holistic backing for emerging artists (collegiate level) in the realms of creation, education, and market engagement.

### Eligibility Criteria

- Artists who wish to expand their artistic scope through the utilization of technology.
- Artists with creative visions but who have yet to discover the appropriate technology.

<b>Converged Art Super Testbed</b>	<ul style="list-style-type: none"> <li>- Providing Customized technological education and art experimentation support utilizing the facilities-equipment of Arts Korea Lab.</li> <li>- * Immersive Sound LAB/ORI Metaverse LAB/Projection Mapping LAB/Interactive Kinetic LAB, etc.</li> <li>- Support for expanding the creation-production area at each stage of idea implementation(Pre-Creation-Production).</li> </ul>
<b>Art &amp; Tech Festival</b>	<ul style="list-style-type: none"> <li>- Collaboration with the Seoul Performance Arts Festival, global art platforms, to discover-produce excellent cases of art x technology convergence and support domestic and international distribution.</li> </ul>
<b>Sound Specific</b>	<ul style="list-style-type: none"> <li>- Medium to long-term support for fostering sound fusion art talents and establishing sound art infrastructure.</li> <li>- Support for collaboration programs with domestic and international professional institutions such as IRCAM(France), ZKM(Germany), and the Korea Electro-Acoustic Music Society.</li> </ul>
<b>Developing Digital Audience</b>	<ul style="list-style-type: none"> <li>- Support for diversifying audience layers such as digital audiences, youth-family audiences, and discovering new distribution channels.</li> <li>- Offering propulsion in stages including research-survey, discourse, pilot projects, dissemination-sharing and so forth.</li> </ul>
<b>Addressing Climate Crisis</b>	<ul style="list-style-type: none"> <li>- Initiating art projects that touch upon climate change themes and promoting their adoption within the artistic community.</li> <li>- Engaging in studies and discussions on climate crisis-themed art, exploring innovative infrastructures, arguing and offering pilot business.</li> </ul>
<b>Supporting Prospective Artists with Universities</b>	<ul style="list-style-type: none"> <li>- Identifying promising art-centric startup concepts from graduate students.</li> <li>- Offering a holistic approach, from conception to education and then to business development, broadening horizons within the realm of art.</li> </ul>

# Art companies prioritize their core, experimenting and seizing opportunities.

## Art Companies

### Support

- Support for art-driven business ideas.
- Facilitating opportunities and touchpoints for ideas to transcend within and outside companies, fostering innovation.
- Providing immediate experimental opportunities for ideas through technology, space, and administration support.
- Endorsing specialized project groups that promote multifaceted collaborations.
- Providing guidance in tax, legal, and marketing aspects, coupled with collaborative opportunities with resident businesses and resources for business growth.

### Eligibility Criteria

- Companies seeking sustainable industrialization rooted in artistic creation and production, with a focus on enhancing their business model (BM).
- Companies specialized in technology looking to explore opportunities by integrating with the arts.

<b>Office Spatial Support</b>	<ul style="list-style-type: none"><li>- Residency support for art companies(teams) aiming for expansion via technological fusion.</li><li>- Supporting 24 companies(teams), which encompass both creation-focused and specialized tech-centric entities within the arts (for a duration of up to 3 years) * Offering full coverage for three essentials: deposit, rent, and maintenance fees, in addition to shared infrastructure and production facilities.</li></ul>
<b>Incubation Support</b>	<ul style="list-style-type: none"><li>- Supporting market expansion through fostering collaboration(open innovation) between art companies(teams) and leading companies</li><li>- Assisting in the discovery of new markets by aiding art companies(teams) in developing new business models.</li><li>- Offering support in promotion-marketing, establishing IR/funding opportunities, and technological industrialization.</li></ul>
<b>Networking Support</b>	<ul style="list-style-type: none"><li>- Supporting interdisciplinary research(projects) in collaboration with ModuLabs.</li><li>- Providing support for tech seminars, workshops, and other initiatives to foster community engagement between artists and businesses</li></ul>
<b>Business Center Operation</b>	<ul style="list-style-type: none"><li>- Providing operational support to focus on the essence of art and technology industrialization.</li><li>- Offering consulting in areas, such as legal, tax-accounting, technology, marketing, and overseas market expansion.</li></ul>



The image features a dark gray background with a white graphic element at the top. This element consists of a horizontal line that is interrupted by a white rectangular block. From the left end of this line, a diagonal line extends upwards and to the right, meeting the horizontal line. From the right end of the horizontal line, a diagonal line extends downwards and to the right. The overall effect is that of a stylized architectural or structural component.

**ASIA  
CULTURE  
CENTER**

# A Window of Asian Culture Facing the World

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## ACC Mission

To Proliferate Asian Cultural Values  
through the Exchange and Convergence  
of Art, Culture, and Technology





The Asia Culture Center (ACC) is an international art and cultural exchange organization that produces new, future-oriented results through the convergence of Asia's past and present arts and culture with innovative ideas and beliefs, with the goal of strengthening the cultural capabilities of Korea.

The ACC plays the role of an integrated platform for participants from Asia and the rest of the world to freely unite and exchange their ideas while transcending boundaries in carrying out the steps of research, creation, and production.





ACC Vision

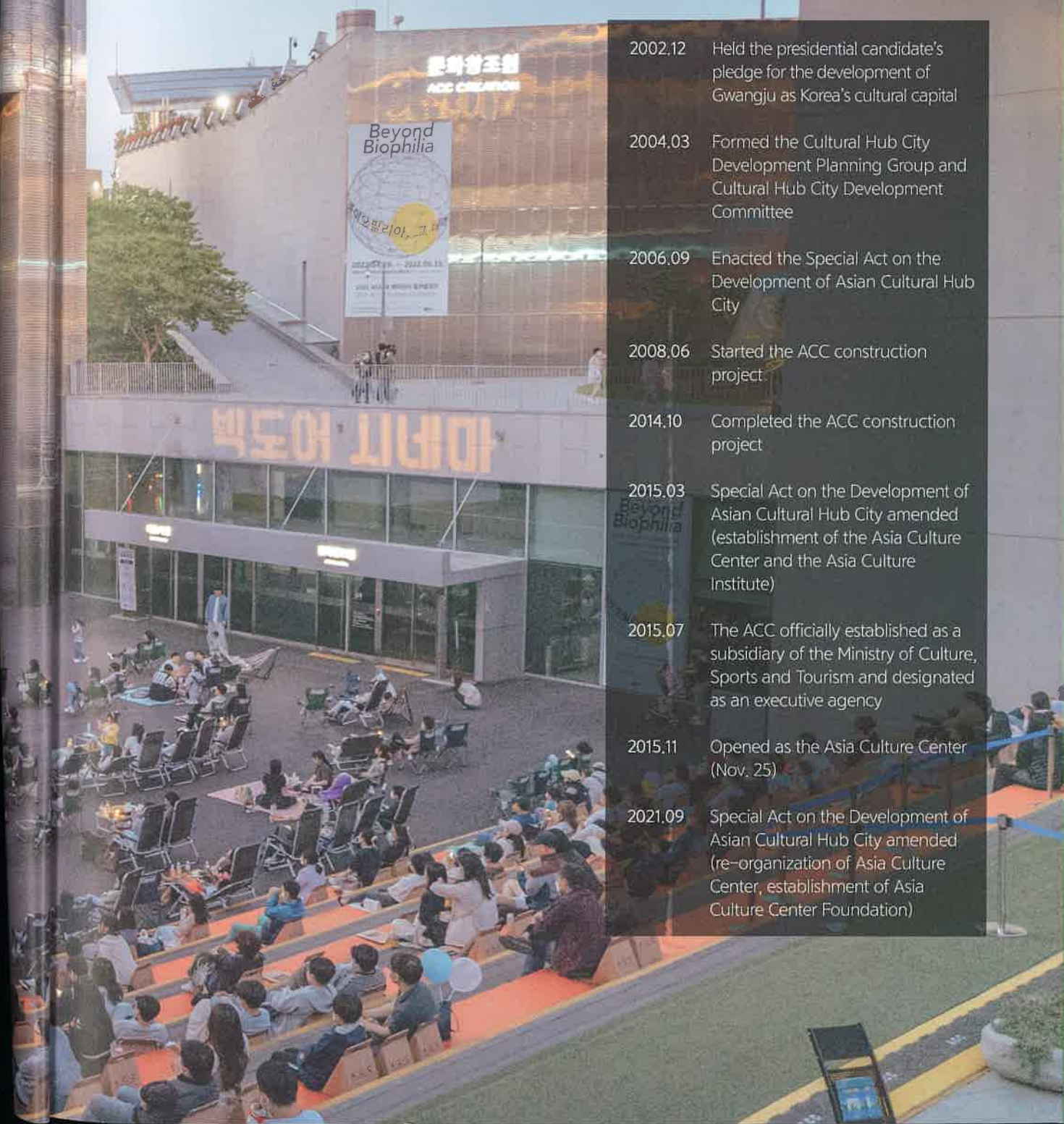
# A World-Class Leader in Asian Contemporary Art and Culture



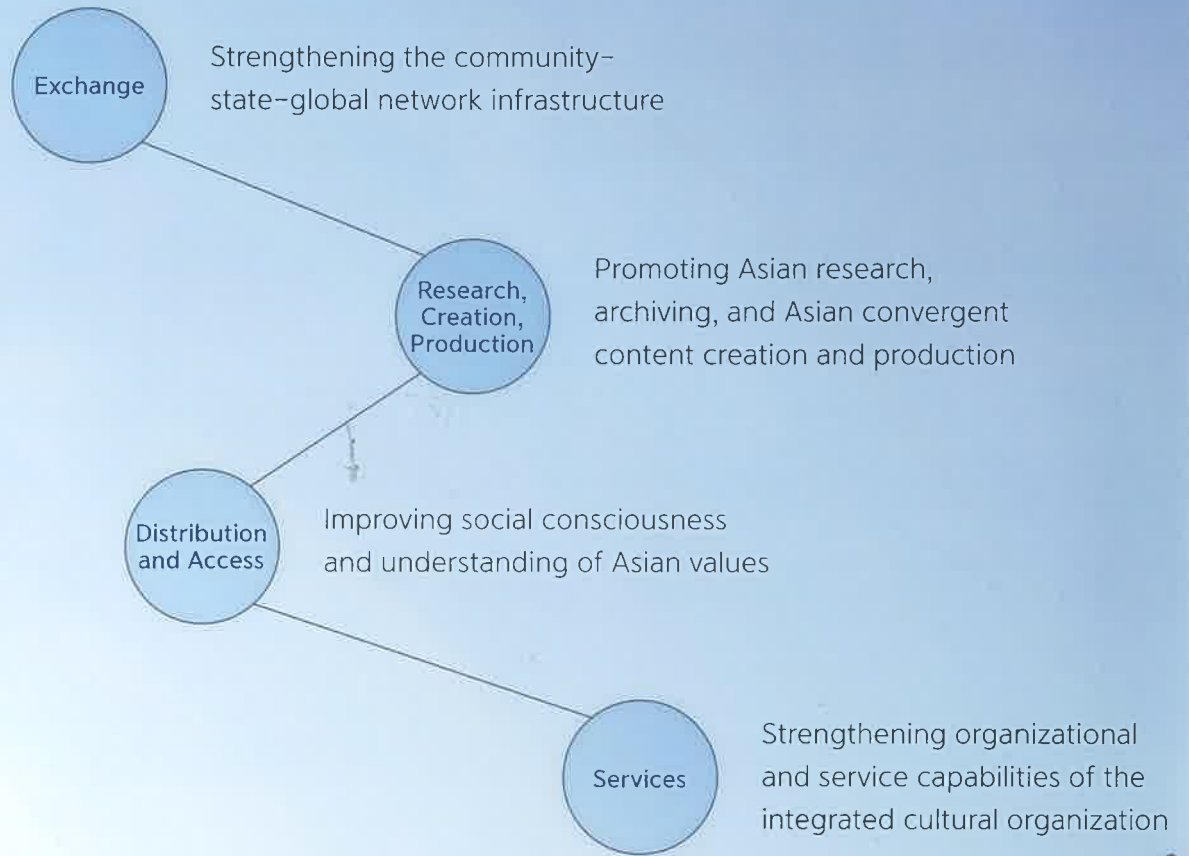


## ACC History

- 2002.12 Held the presidential candidate's pledge for the development of Gwangju as Korea's cultural capital
- 2004.03 Formed the Cultural Hub City Development Planning Group and Cultural Hub City Development Committee
- 2006.09 Enacted the Special Act on the Development of Asian Cultural Hub City
- 2008.06 Started the ACC construction project
- 2014.10 Completed the ACC construction project
- 2015.03 Special Act on the Development of Asian Cultural Hub City amended (establishment of the Asia Culture Center and the Asia Culture Institute)
- 2015.07 The ACC officially established as a subsidiary of the Ministry of Culture, Sports and Tourism and designated as an executive agency
- 2015.11 Opened as the Asia Culture Center (Nov. 25)
- 2021.09 Special Act on the Development of Asian Cultural Hub City amended (re-organization of Asia Culture Center, establishment of Asia Culture Center Foundation)



### ACC Strategic Goals





## ACC Five Core Management Directions

### Exchange

We will lead the efforts to promote cultural exchange and cooperation in Asia.

### Digital Cultural Resources

We will expand our digitization and distribution efforts for Asian cultural heritage.

### Project Lab

We will strengthen the functions of our Project Lab as a center of convergent content creation and production that includes Asian characteristics.

### Customer-centered

We will pursue the ideal of sustainable management through the application of data-based customer-centered services.

### Governance

(Private-public Cooperation System)

We will strengthen our communication and cooperation with our community.

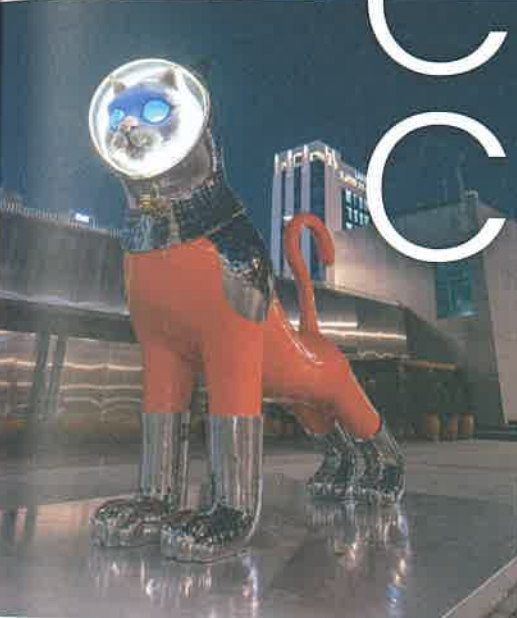








# ASIA CULTURE CENTER

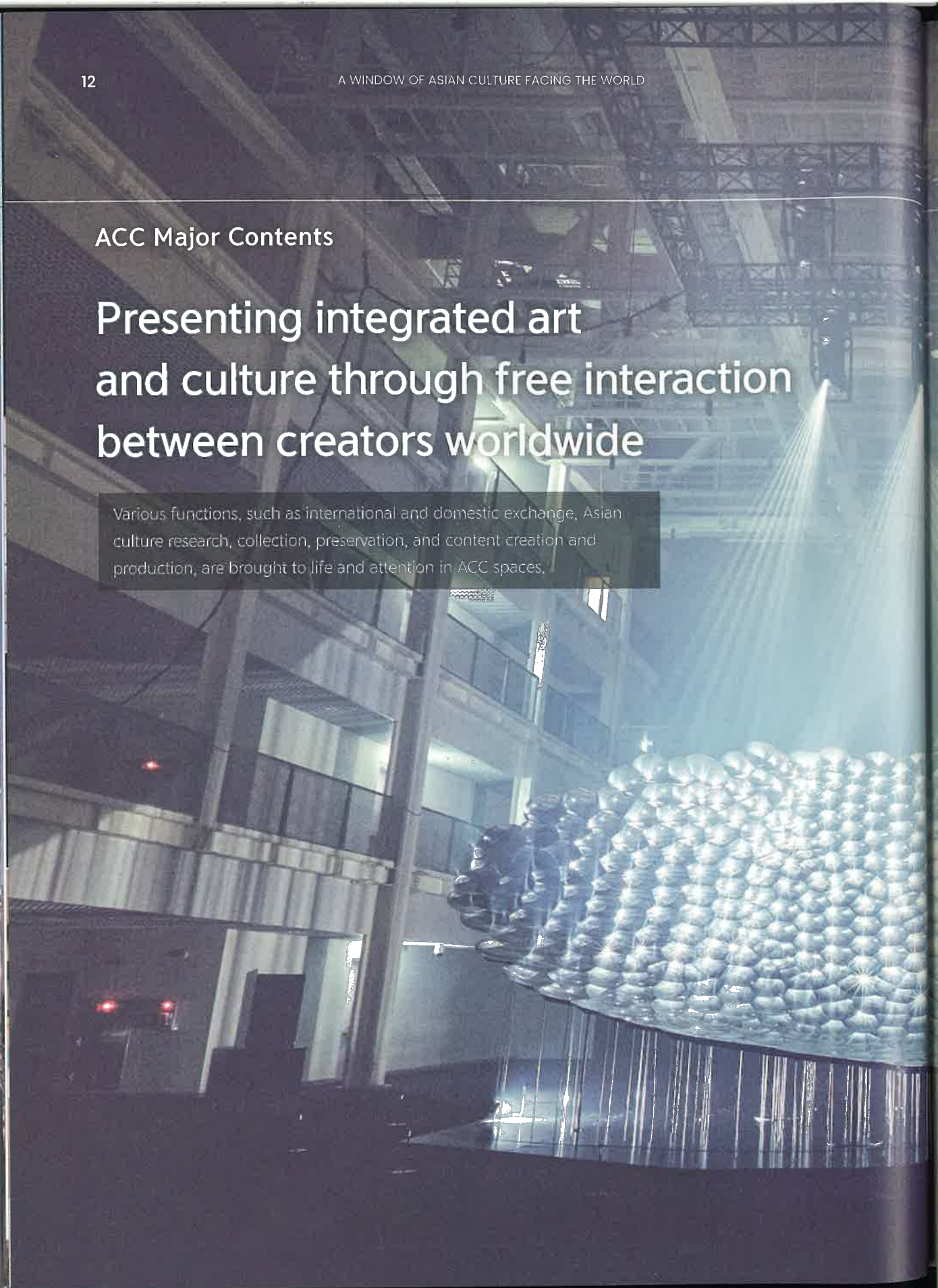




## ACC Major Contents

# Presenting integrated art and culture through free interaction between creators worldwide

Various functions, such as international and domestic exchange, Asian culture research, collection, preservation, and content creation and production, are brought to life and attention in ACC spaces.





International and Domestic Exchange

Archive

Arts & Creative Technology Center (ACT Center)

Exhibition/Performance

Art and Cultural Education

Festivals and Events


Public Art


Outdoor Space

ACC Culture Exchange 

ACC Archive & Research (Museum) 

ACC Creation (Exhibition Hall) 

ACC Theater 

ACC Children 



# INTERNATIONAL EXCHANGE AND DISTRIBUTION



## International Exchange

# A Space for Mutual Understanding and Communication through Inter-Asian Exchange

The ACC pursues cooperative organizations with Asian governments, cultural organizations, and cultural groups. Through that, the ACC acts as a cultural cooperation and exchange platform that shares cultural content and develops the basis for Asian cultural development. Through international exchange and cooperation, the ACC seeks to rediscover and proliferate the values and traditions of Asian cultures and present a model for cultural development in Asian regions.

### | Major Contents |

- Asian Art Community
- International exchange network
- Asian literature exchange



### | Major Spaces |

- International Conference Room

## Domestic Exchange

# Proliferating the Values of Democracy, Human Rights, and Peace

In order to capture the spirit of the May 18 Democratic Uprising in the core values of the ACC, democracy, human rights, and peace, and to proliferate these values, the ACC pursues exchange (cooperation, connection, joint work, support) projects with domestic and international groups and organizations.

### | Major Contents |

- Mothers' Songs of May
- May Story Puzzles
- Story of May
- Traditional Art Performances for Democracy, Human Rights, and Peace
- Democracy, Human Rights, and Peace Network
- Democracy, Human Rights, and Peace Contents Contest
- ACC-Citizens Solidarity Council



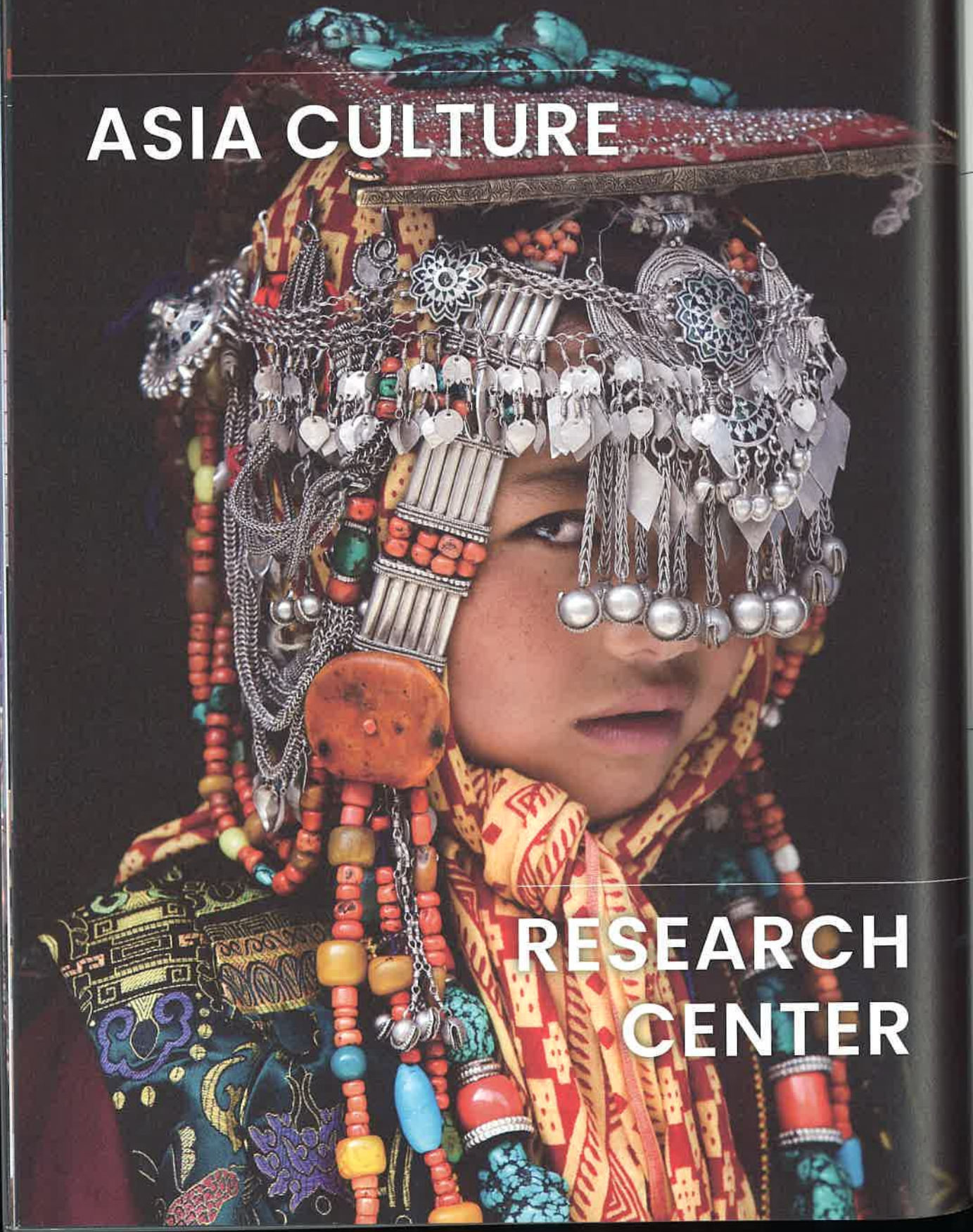
### | Major Spaces |

- ACC Culture Exchange (former Jeollanam-do Provincial Government building)



# ASIA CULTURE

RESEARCH  
CENTER



## Research and Survey

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# Collecting Sources for Content Creation and Production through Asian Cultural Research

---

The ACC analyzes major points of discussion in Asian cultures and uses its research and survey efforts to acquire cultural resources and bases for content creation and production (source). ACC offers academic exchange and public services to proliferate the results of its research, both within and outside the ACC. By organically connecting researcher support programs and international academic events, the ACC strengthens its channels for research data collection and networking.

### | Major Contents |

- Asia Culture Map "The Road of Manas"
- International academic events
- Asia in intersection
- Asia Plus



### | Major Spaces |

- ACC Archive & Research
- Asia Culture Museum (Exhibition Hall)
- ACC\_R Research Center

## Asian Cultural Resource Utilization

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# Asian Cultural Resource Collection, Conservation, and Service Expansion

---

ACC's cultural resources are collected and organized to develop and preserve the diversity and values of Asian culture and to bring them to the general public. To that end, they are developed into new content like exhibitions, experiences, education, and public access through the Asia Culture Archive website and the ACC Archive & Research Asia Culture Museum, where they are provided to the user through a wide range of services.

### | Major Contents |

- Asia Culture Archive
- Library Services
- Permanent and Temporary Exhibitions
- Experience Programs



### | Major Spaces |

- ACC Archive & Research
- Asia Culture Museum (Exhibition Hall)
- Asia Culture Museum (Library)
- Storage
- Special Reading Room



**ARTS &**



**CREATIVE  
TECHNOLOGY**



## Creation and Production

# A World-Leading Convergent Content Creator and Producer

- Programming and managing the art and cultural technology (CT) based convergent content and digital exhibition hall
- Research, development, and showcasing of various arts and technologies through the Convergent Content Lab
- Managing the creation and production residency programs that realize the results of creative participator's knowledge, technology, and experience
- Management and operation of art & tech-based creation and production infrastructure and the domestic and international technological cooperation and support

### | Major Contents |

- Convergent content programming and operation
- Convergent content research and development
- ACC\_R Residency operation
- ACT Center operation



### | Major Spaces |

- ACC Creation (Exhibition)
- Space 1-6
- ACT Studio 1-3
- ACC Media Wall
- Hanul Madang Media Cube



## ACT Studio

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### Machine Molding Studio

Technology and facilities for wood and metal craft, machinery molding, and pilot production

[Major Facilities] Welding, stamping, laser cutting, CNC router, mobile woodcraft, non-metal 3D machining equipment, etc.

### Integrated Studio

Technology and facilities for the creation of digitally-molded 3D printed works and complex applications of A/V technologies

[Major Facilities] Work rooms (8 in total), 3D printer (Polyjet, Powder, FDM), 3D scanner (mobile)

### Digital AV Studio

Technology and facilities for AV content, including video (filming, editing, performance), audio (visual performance, immersive sound), and motion capture

[Major Facilities] Work rooms (2 in total), 20CH workstation, video editor (32K), cinema camera, WFS System, media direction system, beam projector, film projector, etc.



## Creation and Production Infrastructure

### ACC Creation Space 1

A space with an area of 1,560 m<sup>2</sup> and 16 m height, which introduces convergent contents created and produced based on Asian cultural resources

[Major Facilities] Hoist (64), truss (8 types, 125 in total), WFS System

### ACC Creation Space 2

A space made up of a spherical structure "Imaginary Circle, Asia", the "Central Hall", the peripheral exhibition space "Curve", and the massive LED wall "Media Gate" at the entrance to "Imaginary Circle", this space introduces convergent contents created and produced based on contemporary Asian agenda

[Major Facilities] Media Gate, LED chandelier, beam projector, screen

### Theater 3

A space equipped with digital projector for video works such as experimental film

[Major Equipment] Video system (DP4K-17BLP), sound system, controller system, screen, etc.

### ACC Media Wall

ACC's foremost media art canvas that presents various video content, located at the rear outer wall of the former Jeollanam-do Provincial Government building

[Major Equipment] 75 m \* 16 m LED (mesh + electronic display), data server, sound system, etc.

### Hanul Madang Media Cube

A series of media and sound devices installed at the elevator that connects the ACC's above-ground facilities with underground facilities, which present 3D immersive video and sound

[Major Facilities] Media server, LED (4 screens at upper side, 27 m slope to ceiling/4K and above), 28CH speaker



# ACC EXHIBITION





## Exhibition

# Creation, Production, and Exhibitions that Focus on Contemporary Asia

With a focus on contemporary issues and agendas that everyone around the world can empathize with, the ACC seeks to present research on Asian and world history and culture as well as exhibitions based on its creation and production functions, with the ultimate goal of establishing a space where it can participate and share with the audience.

### | Major Contents |

- ACC FOCUS
- ACC CONTEXT
- ACC Gwangju-Asia
- ACC SCAPE
- ACC Regional Artist Contest



### | Major Spaces |

- ACC Creation (Exhibition Hall)
- Space 3-6
- Outdoor spaces, etc.





# ACC PERFORMANCE



빅도어시네마

## Performance

# A Leading Creation and Production Platform for Asian Performing Arts

The ACC produces experimental performances based on the contemporary Asian agenda in order to become a leading creation and production platform for Asian performing arts and a hub for exchange. ACC's unique and differentiated spaces ensure the experimental character of the form, which then serves as a vessel for Asian stories that can draw out empathy from all cultures and generations. Thus, the ACC produces performing arts content that can capture the attention of the world.

### | Major Contents |

- ACC Creation and Production
- International Joint Creation and Production
- Youth and Teenager Performances
- Audience-friendly Program
- Community-Private Partnership Program



### | Major Spaces |

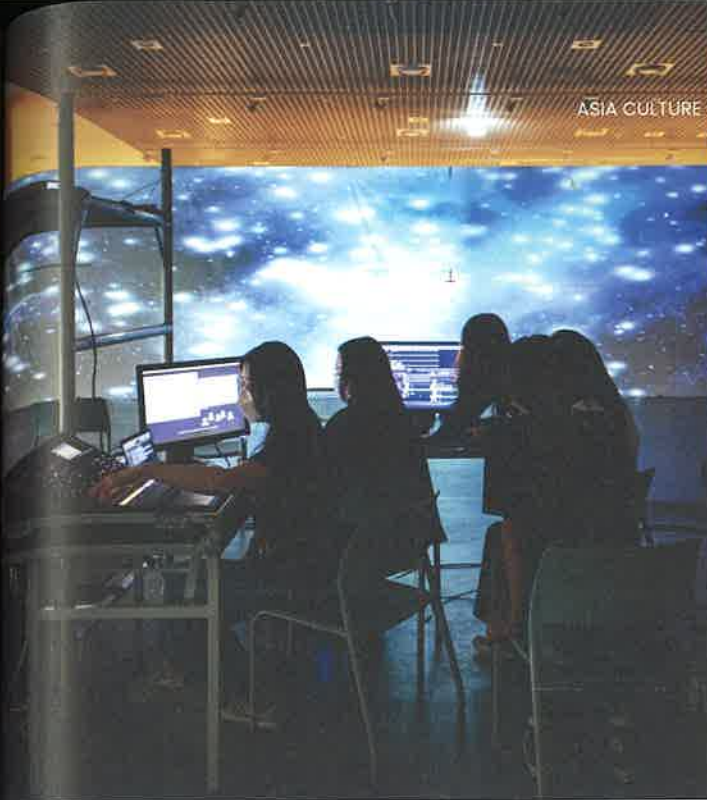
- ACC Theater
- Big Door Outdoor Stage
- Theater 1, 2
- Atelier 1, 2



# ACC EDUCATION







## Education

# ACC Culture Education

The ACC's educational programs are informed by the three goals of leading "change" to proliferate the values of Asian culture and arts: nurturing the creative experts of the "future"; and sharing "values." By developing convergent educational content based on Asian culture and art, the ACC presents a space to enjoy and experience art and culture for the teenagers and the community. Based on the cultural diversity of Asian cultural resources and the leading cultural technology of contemporary art, the ACC supports professional training programs that nurture the future creators and producers.

### | Major Contents |

- ACC Learner
- ACC Asian Art and Cultural Experiences
- ACC Asia Specialized Education
- ACC Humanities and Thematic Lecture

- ACC TEEN
- ACC TEEN Culture and Arts Education
- ACC TEEN Future Specialist Education
- ACC TEEN Exhibition-linked Program

- ACC Professional
- Vocational Survey
- Content Development
- Content Implementation
- Capacity-building
- ACC Pop-up
- ACC Link
- ACC Global
- ACC ALL-LINE



### | Major Spaces |

- Cultural Education Building
- Cultural Education Room  
(ACC Archive & Research B2)



# ACC CHILDREN







## Children

# Asian Culture-based Children's Cultural Playground for Creativity and Art

Unique and new contents based on Asia's diverse culture deliver not only fun and joy but also help to build emotional sensibility and creativity through creative and experiential play. A cultural journey for Asia builds the dreams of children.

### | Major Contents |

- Children's experience and exhibition
- Play Library-linked programs
- Children's performances
- Children's creative art education
- Children's exchange and cooperation program



### | Major Spaces |

- Culture Adventure
- Play Library
- PlayHouse
- Play Culture
- Multipurpose Hall





# ACC FESTIVALS



## Festivals and Events

## Citizens' Cultural Activities in Outdoor Spaces

From the Asia Plaza to the Hanul Madang, Yeolin Madang, and Nanum Madang, ACC spaces host festivals and events that bring together the artists of the region with the community. These festivals and events, which are designed to foster direct participation, bring creative energy to the lives of the citizens who visit the ACC.

### | Major Contents |

- HOW FUN
- ACC World Music Festival
- Asia Culture Week
- Asian Literature Festival
- ACT Festival



### | Major Spaces |

- Asia Plaza
- Hanul Madang
- Plaza Bridge
- Yeolin Madan



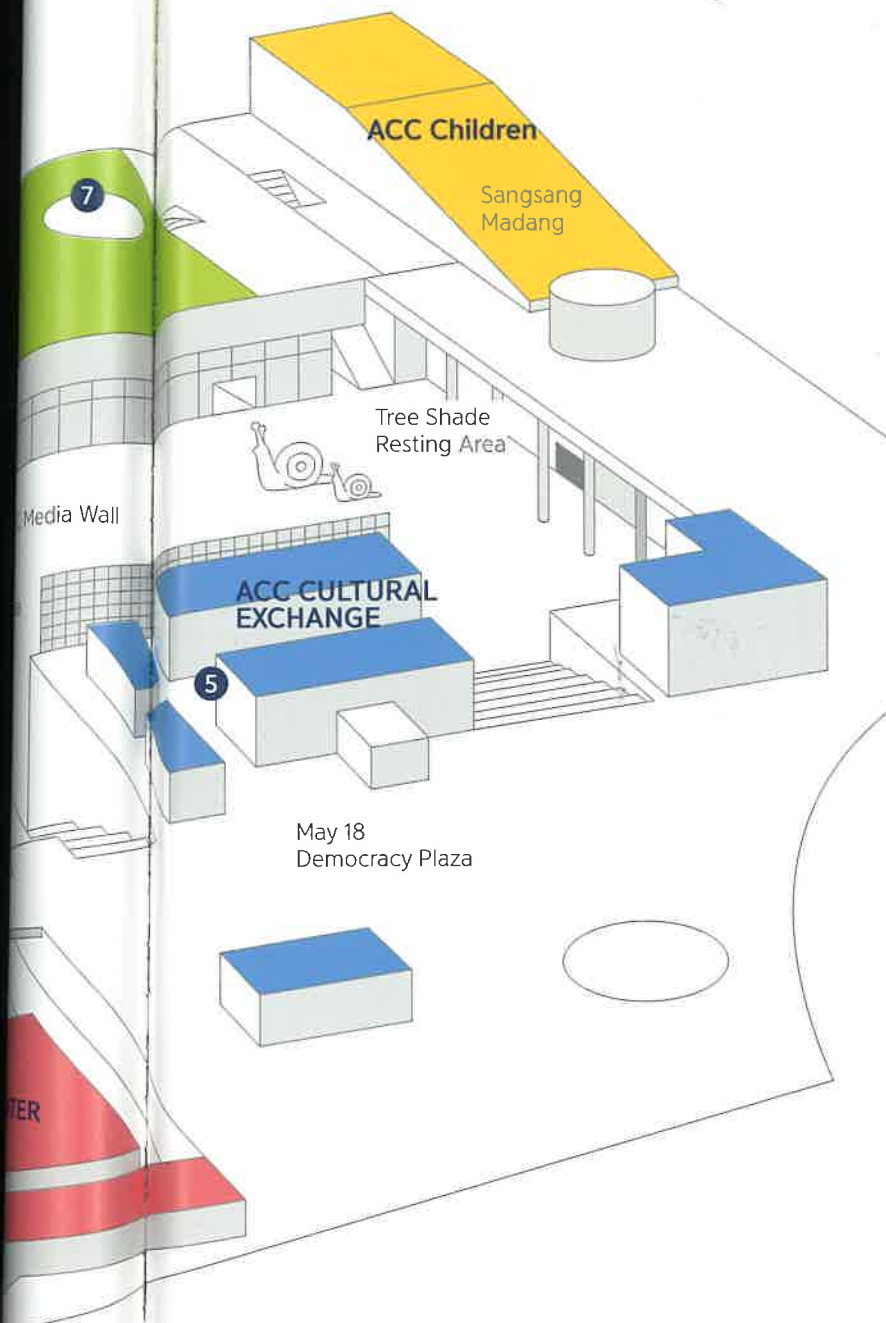
## ACC Space Information

Eight public artworks in the ACC

1. Lee Bul, <Untitled>
2. Wang Du, <Victory!>
3. Choi Jeong Hwa, <Ancestral Landscapes>
4. Choi Jeong Hwa, <Normal Scape>
5. Choi Jeong Hwa, <Heavenly Heaven>
6. Matali Crasset, <Reflexcity>
7. Back Seung Woo, <Seven Days>
8. Ugo Rondinone, <ACC Magic Mountain>







## ACC Archive & Research (Museum)

ACC Archive & Research studies Asian culture, and based on that, collects, organizes, and preserves the resources, which are then presented through user services in Asia Culture Museum's user access, exhibition, experience, and educational programs.

## ACC Creation(Exhibition Hall)

The ACC Creation offers spaces for lab-based content creation and production, where convergent content that brings together humanities, arts, and advanced technology are created, and exhibition spaces that can realize the imagination of such exhibition content.

## ACC Children

ACC Children is a cultural space that offers educational experiences and plays that help build their emotional sensibility, creativity, and capacity for empathy with the world.

## ACC Culture Exchange

This place is an above-ground monument built out of a historic building. ACC Cultural Exchange creates content that elevates the historical memories of the May 18 Democracy Uprising to the values of democracy, human rights, and peace. By doing so, ACC Cultural Exchange orients itself as a center of Asian cultural exchange and cooperation network.

## ACC Theater

ACC Theater orients itself toward the ideal of an international hub, where progressive works are programmed and produced, discourses are generated, and circulated in a comprehensive cycle.

This print was created with FSC® certified recycled pulp and soy ink.



Asia Culture Center, 38, Munhwajeondang-ro, Dong-gu, Gwangju (61485)

**Telephone** +82-1899-5566(09:00~18:00)

**Website** [www.acc.go.kr](http://www.acc.go.kr)

**Webzine** [webzine.acc.go.kr](http://webzine.acc.go.kr)

**Archiv** [archive.acc.go.kr](http://archive.acc.go.kr)

**Opening Hours** TUE-SUN every week 10:00~18:00  
(closed on Mondays and January 1)

※ If Monday is a public holiday, the ACC is open to the public on that day. The ACC will close on the next non-holiday.

Asia Culture Museum, ACC Creation  
Every WED & SUN 10:00~20:00(extended operations)

ACC  
SNS



Instagram



Blog

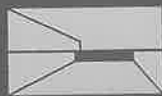


YouTube

**ACC Guided Tour** | Regular Tour | 10:30, 13:00, 14:30, 16:00  
| Languages | Korean, English, Chinese, Japanese  
| How to Apply | ACC Website and onsite application

**ACC Exhibition Tour** | Regular Tour | 11:00, 13:00, 14:00, 15:00, 16:00, 17:00  
| Languages | Korean, English, Japanese  
| How to Apply | ACC Website and onsite application

Asia Culture Center is a responsible administrative agency that is tasked with autonomy in administration and finance and is responsible for its administrative results.



국립아시아문화전당  
ASIA CULTURE CENTER



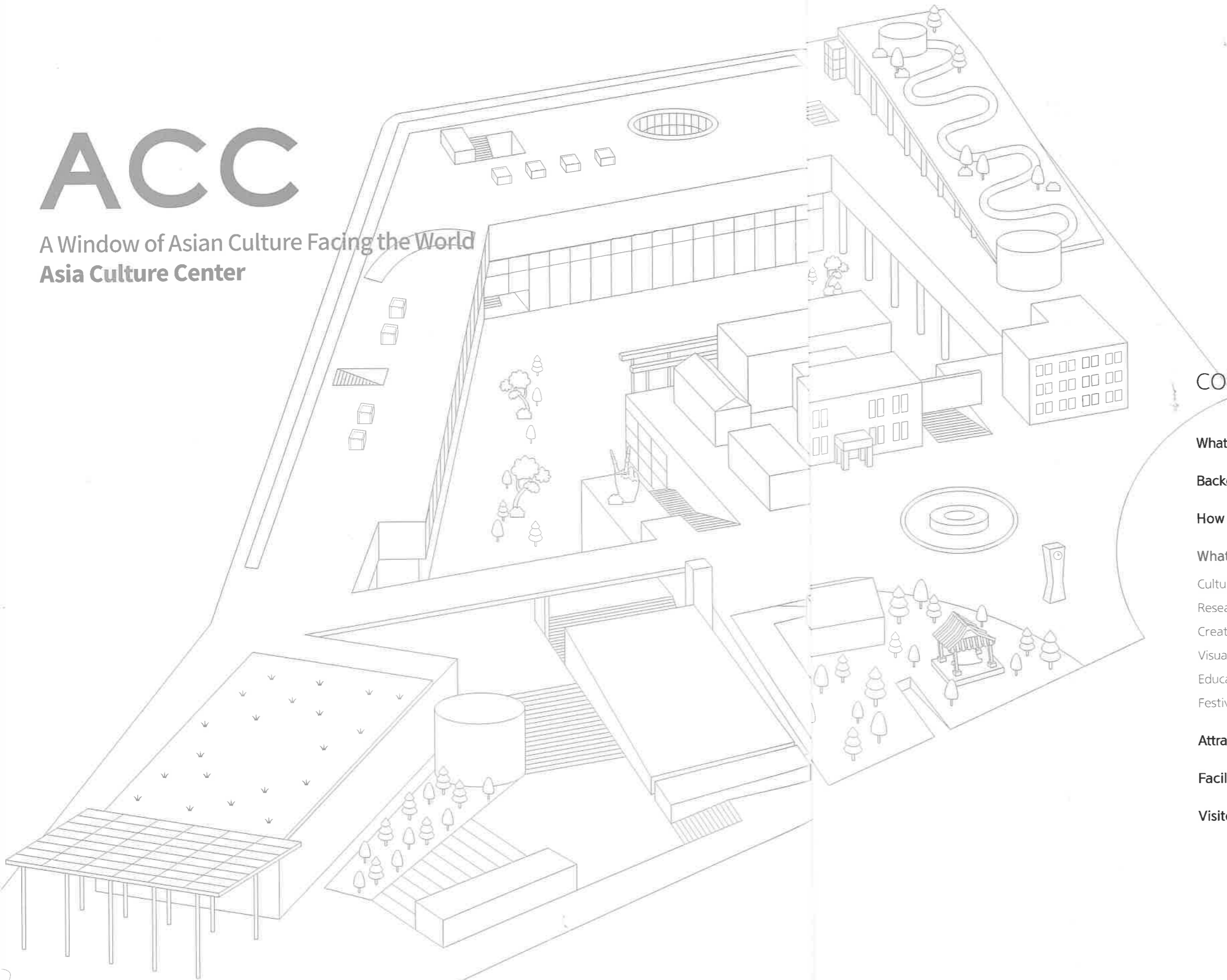
# A I C I C

ASIA CULTURE CENTER

A Window of Asian Culture Facing the World  
Asia Culture Center

# ACC

A Window of Asian Culture Facing the World  
Asia Culture Center



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## WHAT WE ARE

# A WINDOW OF ASIAN CULTURE FACING THE WORLD

Having the context of artistically sublimating the significance of the May 18th Democratic Movement, ACC was established for the advancement of mutual understanding and cooperative growth with Asian countries by carrying out cultural exchanges, research, creation, and education. ACC is a place where cultural diversity is respected, the true values of Asian cultures are rediscovered and pure joy is shared while fostering creative talents. As the only cultural institution dedicated to Asian cultures and arts in KOREA, ACC is "A Window of Asian Culture Facing the World" where diverse perspectives come together to shine.

# ACC

## HISTORY

- Dec. 2002 Presidential Campaign : "Gwangju as a Cultural Capital"
- Mar. 2004 Presidential Committee for the Hub City of Asian Culture (HCAC) and the HCAC Development Team Launched
- Dec. 2005 Winner announced for the Asia Culture Center (ACC) International Architectural Design Competition  
("The Forest of Light" by architect Woo Kyu Sung)
- Sep. 2006 Special Act on the Development of HCAC enacted
- Oct. 2007 Master Plan for the Development of HCAC (2004-2023) finalized
- Jun. 2008 ACC construction started
- Apr. 2010 Published master plan for ACC Operation
- Aug. 2014 Announced master plan for ACC Contents
- Oct. 2014 ACC construction completed
- Jun. 2015 ACC Operational Organization established
- Sep. 2015 Partial opening (Sep.4)
- Nov. 2015 Official opening (Nov.25)



BACKGROUND



## “The Forest of Light” that Grows with the “May Spirit”

Across the colourful downtown, the historic buildings which witnessed the May 18th Democratic Movement became the inspiration for the creation of ACC. Back in 1980, numerous students and citizens gathered at the square to reaffirm their commitment to democracy. Having the “May Spirit” as the core basis of its foundation, the ACC is dedicated to respecting the spirit of democracy, peace, and human rights, and making this spirit known widely across the world.

Preserving the historic architectures that keep the memories of that significant moment in Korea’s history, the newly-built buildings are structured in a way that surrounds the historic site as if in a warm embrace. The ground level was fashioned into a park that welcomes all citizens. The space is open to visitors on all sides, just as the courtyard of Korea’s traditional houses did.

ACC aspires to become the beacon of hope and restoration that connects the past to the future, Korea to Asia, and Asia to the world, there by promoting communication, understanding, and dreams for the future.



“Light Stations” section for the partial opening of the ACC May 18 Memorial, May 12-June 11, 2017



## HOW WE WORK



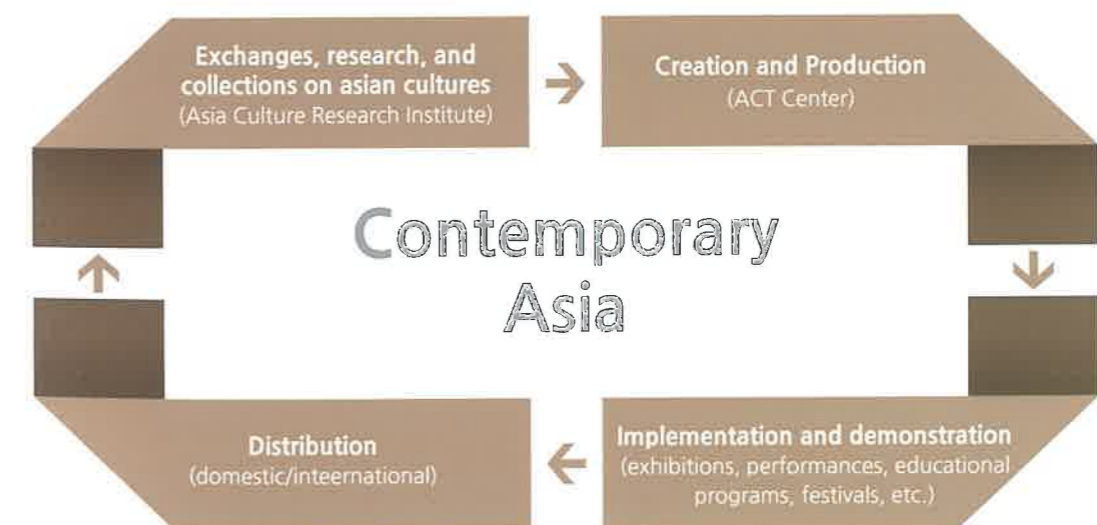
Anglement  
융합

„Symposium and Workshop on International Convergence (Matteral) 2018.3.24.“

## An Open Space That Fosters New Asian Perspectives

ACC is engaged in a wide variety of activities designed to encourage people to share their thoughts and come up with new creations based on the contemporary cultures and arts in Asia. As an institution dedicated to arts and cultures, the ACC :

- Works with organizations, institutions, and individuals to promote the understanding of the histories and cultures of Asian countries ;
- Supports creative activities by providing access to researches and collections on Asian cultures and arts ;
- Supports the creative activities of all citizens, as well as those of scholars, artists, researchers, and technicians across the world ;
- Distributes the products created through such activities inside and outside of Korea, including exhibitions, performances, educational programs, festivals, and events ; and
- Archives the knowledge and information on Asian cultures and arts newly acquired in the process.





**WHAT WE DO**  
CULTURAL EXCHANGE

# We Promote Exchanges and Cooperation Among Asian Countries

To rediscover and disseminate the value of Asian cultures through mutual understanding, ACC carries out various projects in collaboration with governments, arts and culture institutions, and other organizations in Asia.

The center serves as a hub and a bridge for the Asian culture and art community by sharing Asian cultural contents such as traditional music, dance, and stories, while widening the understanding of the histories and cultures of Asian countries.



Asia Traditional Orchestra 2018.8.24.

MOUs (2005-Present)

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## WHAT WE DO

RESEARCH & ARCHIVE

# We Study, Collect, and Preserve Cultural Resources in Asia

ACC builds the foundation for new creative activities and knowledge by sharing its resources on contemporary arts and cultures in Asia. The Asia Culture Research Institute implements research projects that focus on finding knowledge and motifs that are readily applicable. It also identifies and collects undiscovered cultural resources to offer them to all users (online/off-line).



Asian sounds and music

### Asia Culture Archive (Online)

Asia Culture Archive provides online access to traditional music, dance, film, architecture, performing arts, photography, and other cultural resources collected from 48 Asian countries in various formats including digitalized images, videos, audio, and documents (<http://archive.acc.go.kr>).

### Library Park (Off-Line)

Library Park is a new type of place dedicated to knowledge and information. It is called a "Lachiyum," which serves as a library, museum, and archive at the same time. It provides access to information on Asian cultures and arts, and also serves as a venue for exhibitions, educational programs, and other activities.





## WHAT WE DO

CREATION & PRODUCTION

# We Support the Efforts of Creative Talents Across the World

ACC is far more than a place for cultural consumption ; it is also a platform for creation and production where creators can access the best equipment and facilities in the country, with a focus on research and experimentation. Here, artists, designers, scholars, researchers, technicians, and other creative minds from Asia and beyond share their knowledge, skills, and experiences across boundaries. ACC has multiple spots, including exhibition halls, concert halls, libraries, and outdoor spaces, where these creative talents can showcase the products of their efforts. In addition, the center introduces their works to the international scene through a range of events including the ACT Festival.

## ACC\_R (Residency) Program

The ACC\_R is a program that provides facilities, staffs, and networking programs to an international group of participants, including Creators and Fellows, so that they can break away from the shackles of conventional formats and widen their genres and areas to achieve new outcomes. The center also offers participants opportunities to widen the scope of their efforts by cooperating and networking with highly acclaimed residency institutes such as the Netherlands' Rijksakademie van Beeldende Kunsten.



Asian Culture Plaza, ACC Art Trailer, 2018.10.20



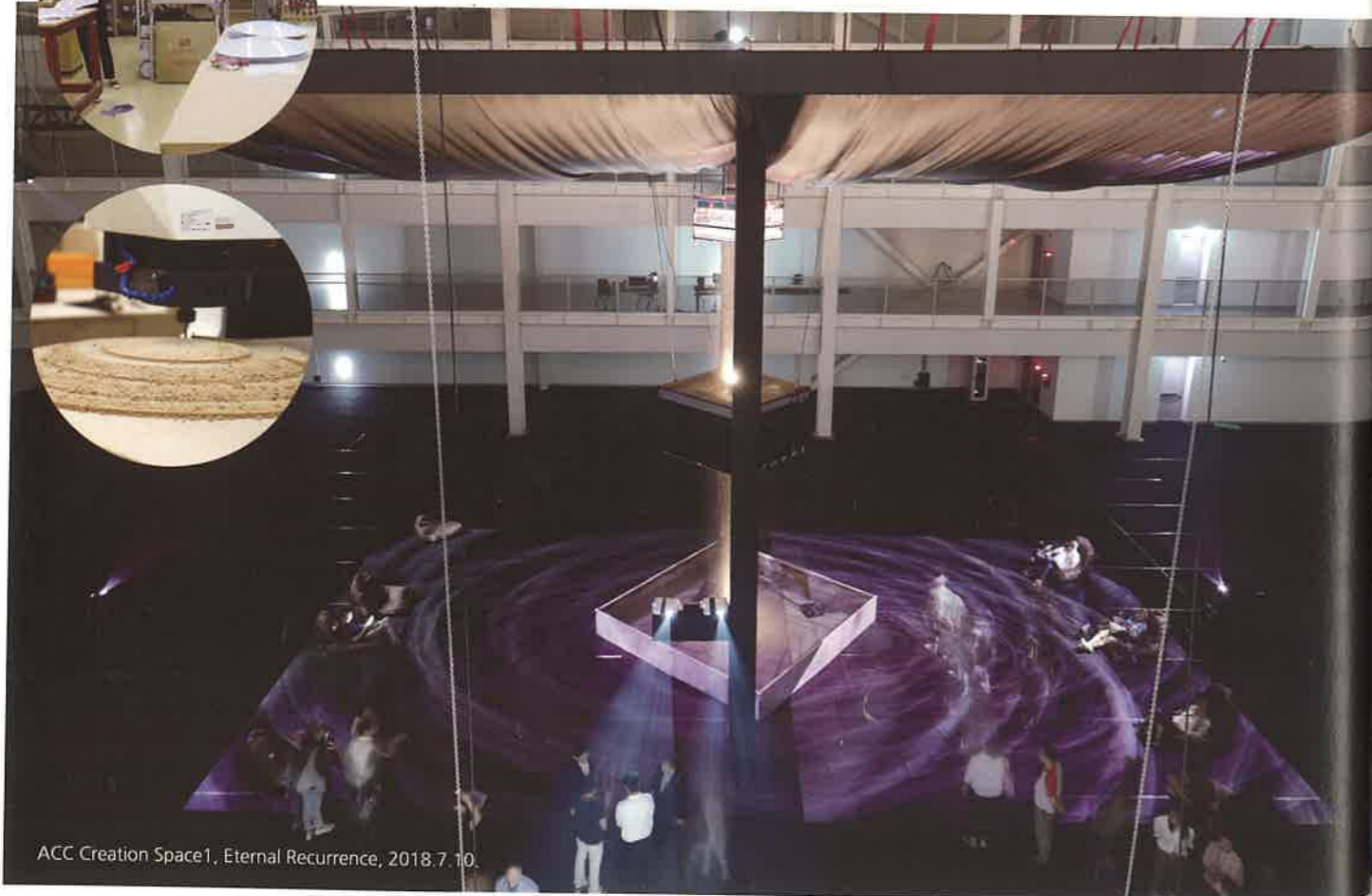
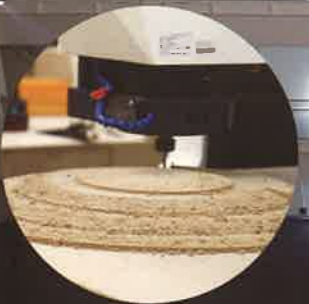
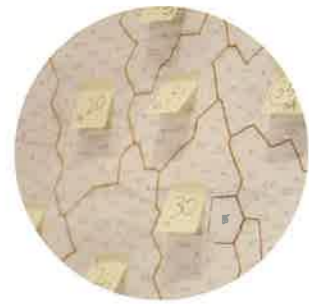
**WHAT WE DO**  
CREATION & PRODUCTION



**Arts and Creative Technology Center (ACT Center)**

ACT Center constitutes the ACCs infrastructure for creation and production efforts, where experts from diverse areas share their knowledge, skills, and experiences to develop innovative ideas and produce new creations.

ACT Studio offers an arsenal of diverse equipment that supports the experimenting, developing, and prototyping of convergent contents. Here, participants can immediately turn their ideas into reality. All equipment are modularized and mobile so that creators can mix them up in a way that best suit their ideas.



ACC Creation Space1, Eternal Recurrence, 2018.7.10.

Studio 1 is a place for creating traditional sculptures such as wood or metal, while Studio 2 is reserved for private works and joint production projects. On the other hand, Studio 3 is designed to support the production of audio and visual performances. It also has a separate workspace for painting and welding.

**Studio 1 (631 m<sup>2</sup>)**

Laser cutter / CNC router (4x8), transportable woodworking tools, lathe, milling, and 3D nonmetal processor

**Studio 2 (1,563 m<sup>2</sup>)**

3D printer (polyjet, powder, FDM), 3D scanner (transportable), and motion capture system

**Studio 3 (1,299 m<sup>2</sup>)**

WFS system, d3, projector (high specs), and transportable AV systems



<Creators in Lab> Orientation, 2018.8.27.



## WHAT WE DO

VISUAL ART / PERFORMING ART

# We Produce Arts That Look Into Today's Asia

ACC produces and offers distinguished performances and exhibitions informed by interdisciplinary research on contemporary issues, histories, and cultures of Asia. Through these efforts, the center seeks to share new perspectives on Asia with as many people as possible.



Opera <Porgy and Bess> 2018.9.6.

## Performances

ACC produces and creates new productions based on Asian cultures that defy conventional genres. The center fully utilizes the benefit of having Korea's largest transformable experimental theater by putting a wide range of future-oriented productions on the stage.

## Exhibitions

ACC offers exhibitions that combine the imaginations of artists with advanced technologies and the humanities. These exhibitions provide an insight into Asia's present.



From Vietnam to Berlin, 2018.3.8.

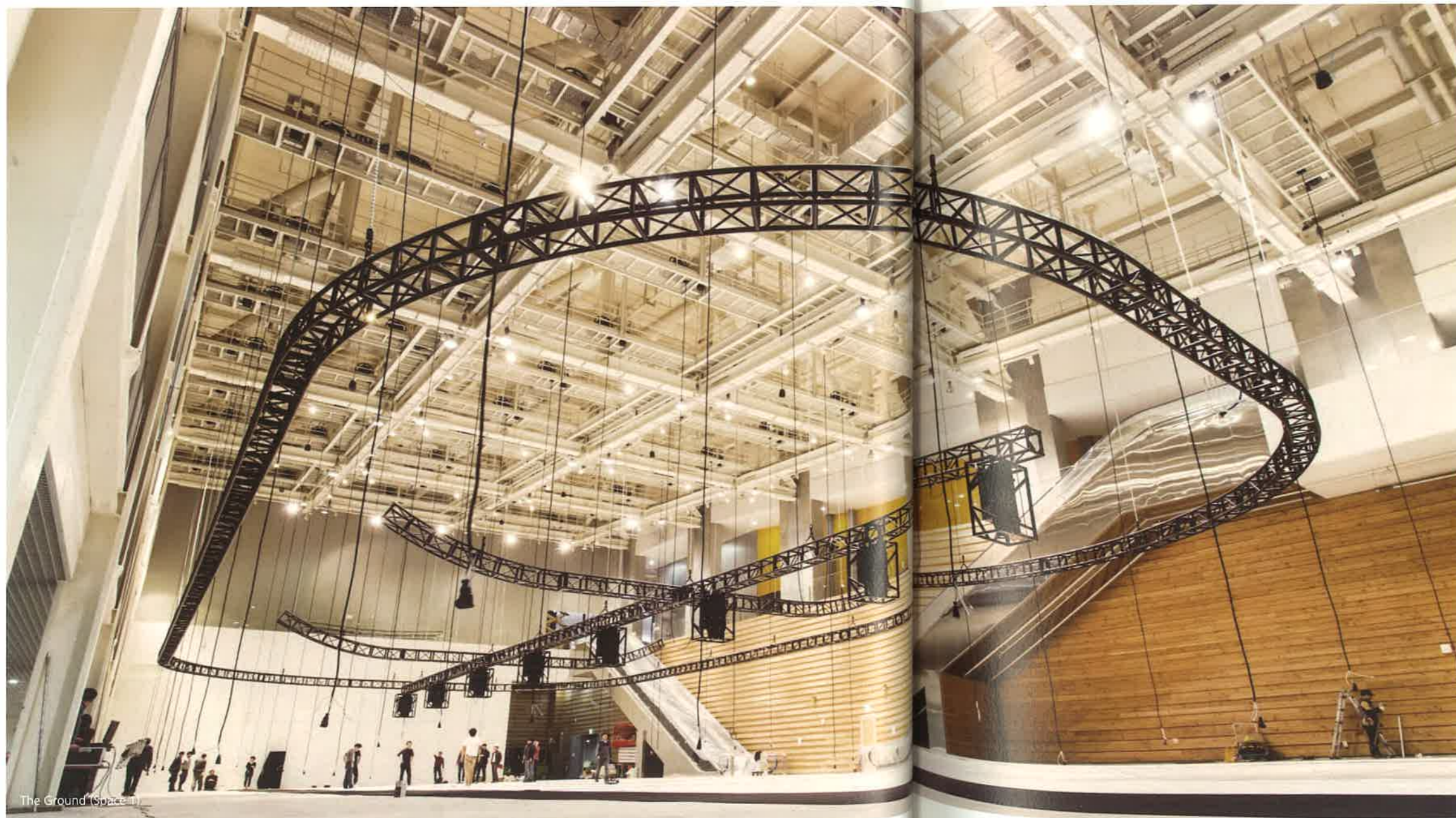


Parking Chance Cinema Talk, 2018.6.6.



## WHAT WE DO

VISUAL ART / PERFORMING ART



### The Ground (Space 1)

This 18-meter high, 60x26-meter wide exhibition space has 64 power cables, 64 power hoists, WFS system, and a full-HD projection system.

This space adds fuel to the creative passion of the creators and producers participating in ACC's programs, and encourages them to turn their dreams into reality. Here, visitors are given an opportunity to become the first admirers of creative and future-oriented content resulting from the marriage of art and technology.

### ACC Media Wall

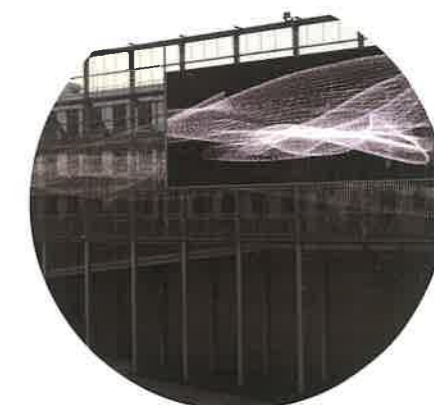
Size : FAÇADE 75x16m / Screen A 21x9m / Screen B 10x6m

Video : FAÇADE 3770x800px  
Screens A,B 1920x1080px;  
supports resolution up to 2,000

Sound : Supports up to 120 dB  
Mixer input 25 / Output 40

### Theater 1

The Black Box Theater is a 69x68.5x16-meter space where the stage and the seats can be transformed freely for various theatrical experiments. Producers have the opportunity to get creative with their stages and experiment with circular arenas, L-shaped roads, T-shaped spaces, tripart sections, and other possibilities. The Big Door on one side of the theater opens up to the outdoor space, which can be used to expand the stage or the seat box.



ACC Media Wall



Theater 1



**WHAT WE DO**  
EDUCATION



**We Offer Art Education Programs Based on Asian Culture**

ACC offers a wide selection of activities and educational programs that touch on themes related with the humanities and arts in Asia, utilizing the ACC's rich infrastructure. The center offers programs for all ages, groups, and levels so that citizens can continue to develop their creativity and artistic sensibility as they grow older.

**Children**

ACC presents various activities, exhibitions, and performances that feature the works produced and created in the center as well as numerous story resources across Asia.

**Teenagers**

ACC offers programs where teenagers can experience various vocations related to art and culture. These programs are designed to reflect the interests and preferences of today's teenagers. In these programs, teenagers can work with their peers to think creatively and design their own futures.

**Citizens**

ACC offers a plenty of highly accessible classes on art, culture, and the humanities to all citizens. The offerings include lectures by experts, lectures tied in with other performance and exhibition programs, or classes combined with hands-on creative activities.



Asia in the Pouch, 2018.4.22.



Dr. ACC and the Secret Door, 2018.5.5.



## WHAT WE DO

### EDUCATION

#### Experts for the Future

ACC utilizes its expert teaching staffs, well-organized curricula, and facilities to train creative talents. Future experts trained in the center can expect to become masters who will lead the culture and art scenes in the years ahead based on their artistic insights, creativity, expertise, and practical competence.



ACC Expert Training <Exhibition Technicians>, 2018.7.13.



ACC Expert Training <Scenographer>, 2018.7.19.

## We Foster Creative Talents Needed by the Art and Culture Scenes

ACC operates an arsenal of advanced multifunctional facilities and equipment, which makes the center the best space to train arts and culture experts needed in the field. The center utilizes its distinguished training environment to implement its curricula, which equally focuses on theories and practices. Through these curricula, ACC seeks to help young talents grow into future art and culture experts.



Training professionals <Sound designer Intensive process>, 2018.8.5.



**WHAT WE DO**  
FESTIVALS & EVENTS



ACC Festival for Children and Families, "How Fun"

**ACC Festivals and Events**

The ACC's yearly schedule is filled with events and festivals that bridge citizens to the world of art and culture. "How Fun" is a cultural event for the whole family, which combines various activities with art. "The ACC World Music Festival (ACCWMF)" brings together a wide variety of music from across the world. Other events include markets for young artists and the "Dream Night" festival that welcomes visitors at night during winter.



Asia Culture Market

**Outdoor Festivals and Events That Add Colors to Citizens' Lives**

ACC is also a place for interesting cultural experiences. The Asia Plaza, Hanul Madang, and Yeolin Madang host diverse festivals and events that welcome local artists and citizens alike. Here, visitors can sit back and relax as they take in the cultural and artistic essence that fills the atmosphere around the space. These experiences provide them with the energy to get through another day.



Art trailer



ACC Music fountain 'Butterfly garden'



Hanul Madang



# ACC ATTRACTIONS

## The Joy of Visiting the ACC

- A. Bamboo Garden
- B. Gwangjueupseong Site
- C. ACC Public Art "Untitled", Lee Bul
- D. ACC Public Art "Magic Mountain", Ugo Rondinone
- E. Hanul Madang
- F. Asia Plaza, Mist Fountain
- G. ACC Public Art "Victory", Wang Du
- H. ACC Book Lounge
- I. ACC Public Art "Reflexcity", Matali Crasset
- J. ACC Public Art "Seven Days", Seung-Woo Baek



# MAIN FACILITIES



## ACC Cultural Exchange

Built on the former Provincial Office and other historic sites of the May 18th Democratic Movement, the ACC Cultural Exchange is dedicated to commemorating and sharing the universal values of democracy, human rights, and peace.



## ACC Archive & Research

In this place of research, archiving, and resources, the new imaginations of Asia take flight. The place consists of the Library Park, which offers new forms of knowledge and information to promote creation, and the Culture Academy, a space dedicated to education on Asian arts and cultures.



## ACC Creation

A space for creators who bring art and technology together, the ACT Studio has state-of-the-art facilities and equipment to support diverse experiments and research. The six spaces (1-6) have video and audio systems to showcase the outcomes of the creators' efforts.



## ACC Theater

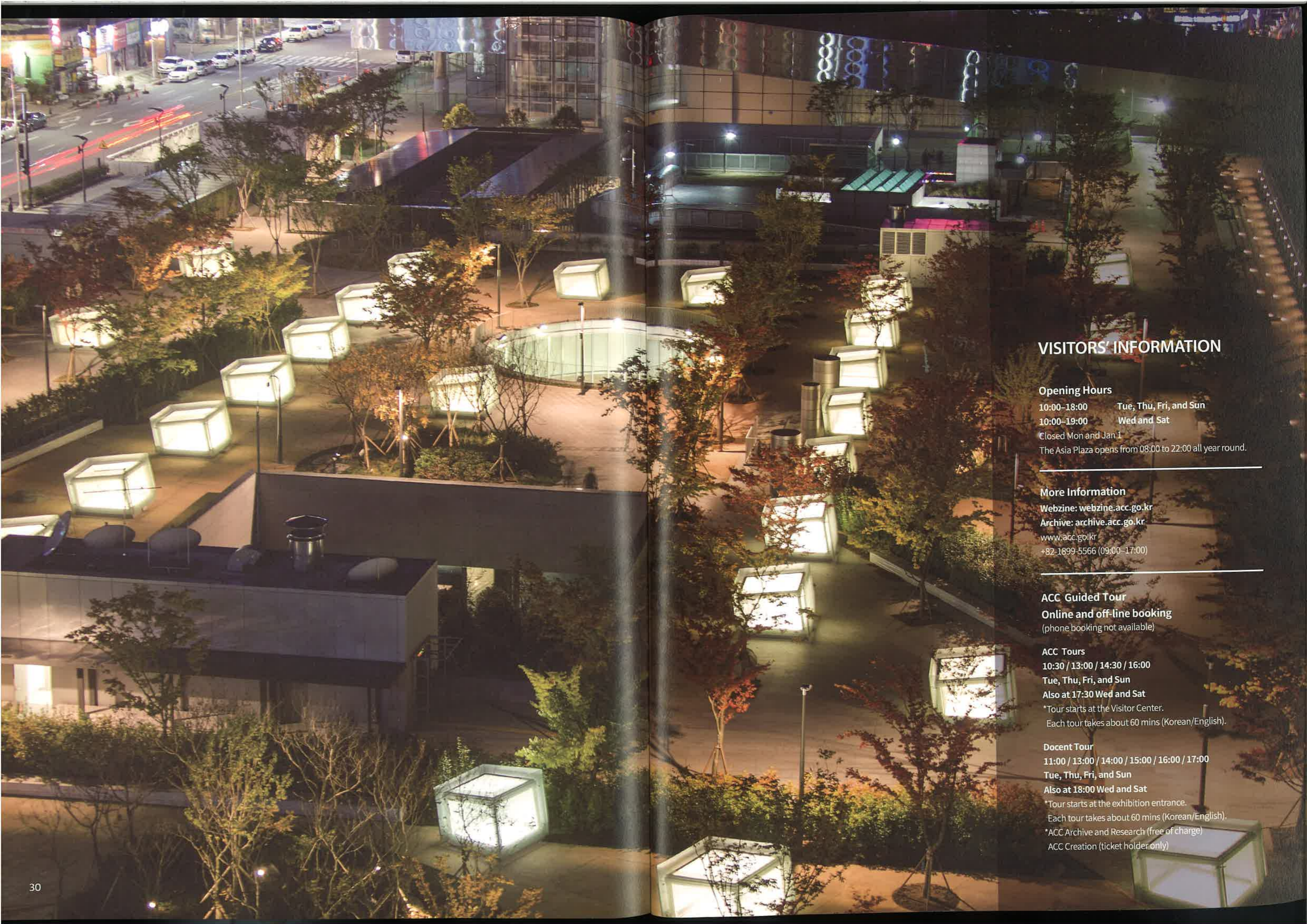
ACC Theater leads the future of performing arts across conventions and genres. Theater 1, or the Black Box, can be freely transformed to suit each creator's intent (up to 1,120 seats), and Theater 2 is a proscenium theater that can host events across various genres (512 seats).



## ACC Children

In the ACC Children, children can develop creativity and respect for cultural diversity through diverse activities, educational programs, performances, and exhibitions tailored to their respective levels and interests. It consists of multiple sections including Playhouse, Play Library, Play Culture, Creative Lab, and Play Kids.





## VISITORS' INFORMATION

### Opening Hours

10:00-18:00 Tue, Thu, Fri, and Sun

10:00-19:00 Wed and Sat

Closed Mon and Jan 1

The Asia Plaza opens from 08:00 to 22:00 all year round.

### More Information

Webzine: [webzine.acc.go.kr](http://webzine.acc.go.kr)

Archive: [archive.acc.go.kr](http://archive.acc.go.kr)

[www.acc.go.kr](http://www.acc.go.kr)

+82-1899-5566 (09:00-17:00)

### ACC Guided Tour

Online and off-line booking

(phone booking not available)

#### ACC Tours

10:30 / 13:00 / 14:30 / 16:00

Tue, Thu, Fri, and Sun

Also at 17:30 Wed and Sat

\*Tour starts at the Visitor Center.

Each tour takes about 60 mins (Korean/English).

#### Docent Tour

11:00 / 13:00 / 14:00 / 15:00 / 16:00 / 17:00

Tue, Thu, Fri, and Sun

Also at 18:00 Wed and Sat

\*Tour starts at the exhibition entrance.

Each tour takes about 60 mins (Korean/English).

\*ACC Archive and Research (free of charge)

ACC Creation (ticket holder only)





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- Facebook Page (English): asiaculturecenter\_eng
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- Instagram: asiaculturecenter
- youtube.com/c/ACC국립아시아문화전당

The Asia Culture Center is an executive agency that enjoys administrative and financial independence, and takes full responsibility for the outcomes of its operations.